

Service Manager – Integrated Discharge job description and person specification

Department: Integrated Discharge,

Division: Emergency and ambulatory care

Responsible to: Clinical Lead of Integrated Discharge

Accountable to: Head of Discharge Operations

Band: Band 7

Hours: 37.5

Location*: Ealing Hospital

*To meet the needs of the Trust's services you may be required from time to time to work at different locations to your normal place of work.

Our vision and values

Our vision is quality **at our HEART**

Quality...

Delivering quality means consistently meeting requirements and exceeding expectations.

We strive to deliver quality in everything we do – from the clinical care we provide and the employment opportunities we offer, to the support services and systems that underpin our care.

And in delivering high-quality clinical care, we mean services that are safe, effective, offer a good patient experience, are timely, equitable, and sustainable.

...at our HEART

By placing quality at our heart, everything we do as an organisation should further our ability to deliver quality.

This includes the people we hire, the skills our employees develop, the behaviours we celebrate, how we think and act, the investments we make, our systems and processes, and our organisational values.

Our vision also encompasses our **HEART** values, which were shaped and developed in 2017 by more than 2,500 employees as well as many patients. The values describe how we interact with each other and our patients and underpin everything we do and say to achieve our vision:

- ♥ **Honesty:** we're truthful, we're open, and we speak up
- ♥ **Equity:** we're kind and caring, we act with fairness, and we're understanding
- ♥ **Accountability:** we're professional, we strive for excellence, and we improve
- ♥ **Respect:** we're attentive and helpful, we're appreciative, and we act with empathy
- ♥ **Teamwork:** we involve others, we support our colleagues, and we set clear goals.

You can read more about our vision, values and objectives at lnwh.nhs.uk/OWF.

Our objectives

Our objectives set out how we plan to realise our vision. They offer our employees, partners and our communities clarity about what we will do.

- We will provide high-quality, timely and equitable care in a sustainable way
- We will be a high-quality employer where all our people feel they belong and are empowered to provide excellent services and grow their careers
- We will base our care on high-quality, responsive, and seamless non-clinical and administrative services
- We will build high-quality, trusted ways of working with our local people and partners so that together we can improve the health of our communities

You can read more about our vision, values and objectives at lnwh.nhs.uk/OWF.

Job Summary

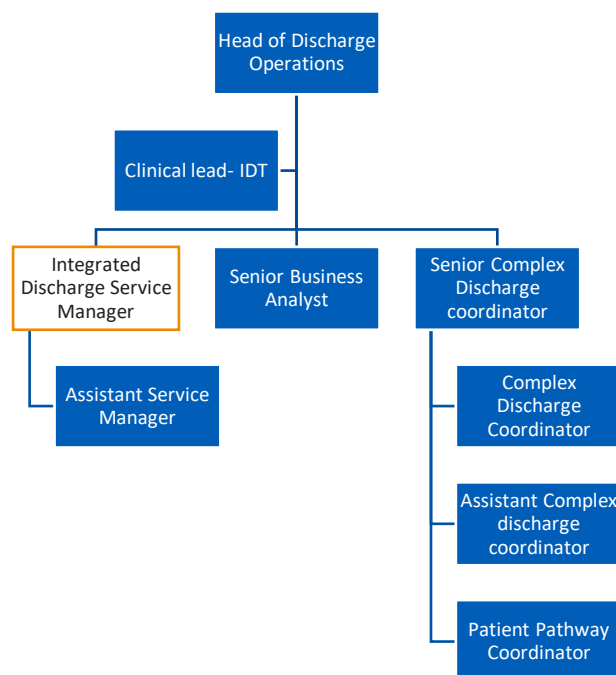
Working alongside the Head of Discharge Operations, General Managers and Clinical Leadership within the Service and UEC Division and other Divisions within LNWH delivering safe and effective high-quality services, within the available resources, and overseeing the day to day operational management of the department, to achieve Trust targets and complaint management. Key responsibilities

will include: -

- Implementation of service developments
- Delivery of access targets
- Delivery of quality and activity targets
- Management of financial expenditure
- Assist in development of strategy

To provide leadership and expertise to deliver services within an agreed service model, maintaining effective working relationships within the teams and Services.

Structure



Key responsibilities

Service Delivery and Development

- To be responsible for the achievement of local and national performance targets as outlined in the Trust's performance assessment framework.
- To assist the Head of Discharge and Clinical Leads in developing, delivering, implementing and evaluating business plans, ensuring the business planning process contributes to the Trust strategy.
- To assist the Head of Discharge in ensuring services are delivered within the clinical governance framework.
- To proactively identify changes and improvements in services and act upon these in all areas of work in the service area.
- To take an active role in Service meetings and other service working groups in the development of policies and service developments, leading on specified areas.
- To investigate and respond to complaints and incidents in line with Trust policy and take appropriate action.
- To act as the lead for the development of new policies, protocols and guidelines.
- To utilise service improvement techniques to develop best models of care.
- To ensure risk management and health and safety requirements are implemented.
- To ensure that Trust policies are followed and adhered to.
- To ensure confidentiality is maintained at all times.

Performance Management

- To be operationally responsible for the delivery of discharge targets for the Service in Ealing. To lead on the analysis, implementation and monitoring of departmental processes liaising with other service areas and external agencies making changes and improvements as required.
- To lead on daily monitoring of discharge targets, reporting breaches of discharge barriers and to put in place remedial plans to ensure successful escalation.
- To work with clinical colleagues and the site management team to facilitate effective bed management including prioritising admissions, facilitating timely discharge and escalating delays in discharge.
- To participate in monitoring and maintaining compliance with relevant CQC standards.
- To contribute to capacity planning as well as demand and capacity mapping exercises.

Financial and Physical Resources Management

- To assist in the management of the agreed activity levels to achieve the service line targets and service objectives, taking appropriate action as required.
- To identify cash releasing efficiency gains and income generation programmes in order to contribute to the financial targets.
- To lead on identified savings plan schemes in line with the Business Plan.
- In conjunction with the Division ensure that assets (building, land and equipment) are utilised efficiently and effectively. Contribute to capital issues as appropriate.
- To manage delegated budgets ensuring financial targets are met.
- To authorise timesheets, expenses, invoices and financial requisitions within sphere of responsibility.

Leadership and Staff Management

- To provide effective leadership, motivation, performance management and development processes to achieve the required results.
- To participate and encourage developments designed to enhance individual and team capacity and capability.
- To manage the designated team and promote effective multi-disciplinary team working.
- To actively work with staff and managers, including staff side representatives if required, to resolve disputes and conflict, before undertaking disciplinary procedures if deemed appropriate.
- In conjunction with the Head of Discharge promote a positive culture of learning, development and professionalism within the services, including the provision of training activities.
- To assist in developing strategies and plans which will enable the Services to implement the Trust's HR policies in order to ensure the effective recruitment, retention and development and training of staff.

- To manage statutory and mandatory training compliance, ensuring systems are in place to monitor and record training activity.
- To ensure that the performance development review process is implemented in accordance with Trust policy, with all staff having a personal development plan, in order to encourage a culture of lifelong learning.
- To lead on the development and implementation of change management projects which may be contentious and be able to communicate the rationale, process and outcomes clearly and effectively to staff concerned as well as trade unions and other parties.

Communication

- In conjunction with the Head of Discharge ensure effective communication arrangements exist within and cross Services to meet operational requirements and support effective team working.
- Work with a 'problem solving approach' to identify solution to challenges in the service.

Information

- To provide timely, high quality and complex information in respect of operational efficiency, performance against local and national targets and activity and financial performance.
- Complete freedom of information requested where appropriate ensuring information is submitted meeting required deadlines
- Ensure that you practice in accordance with Trust information governance procedures when dealing with confidential/sensitive information.

Additional responsibilities

Information governance

In accordance with the Trust's privacy notice for employees, the Trust will hold computer records and personnel files relating to you which contain personal data.

The Trust will comply with its obligations under the General Data Protection Regulation and all other data protection legislation. The data the Trust holds will include employment application details, references, bank details, performance appraisals, holiday and sickness records, salary reviews and remuneration details and other records, (which may, where necessary, include special category data and criminal offence data relating to your health, data held for ethnic monitoring purposes, and regarding DBS checks).

The Trust requires such personal data for personnel administration and management purposes and to comply with its obligations regarding the keeping of employee

records. The privacy notice sets out the Trust's legal basis for processing your personal data. Your rights of access to this data are prescribed by law.

You will familiarise yourself with the Trust's data protection policy which sets out its obligations under the General Data Protection Regulation and all other data protection legislation.

You must always comply with the Trust's data protection policy, and you agree that you will only access the systems, databases or networks to which you have been given authorisation.

The Trust will consider a breach of its data protection policy by you to be a disciplinary matter which may lead to disciplinary action up to and including summary dismissal.

You should also be aware that you could be criminally liable if you disclose personal data outside the Trust's policies and procedures. If you have any queries about your responsibilities in respect of data protection you should contact the Trust's Data Protection Officer.

Information security

All staff must adhere to the requirements of the Trust's information security policy, which covers the deployment and use of all the Trust's electronic information systems (i.e. all computers, peripheral equipment, software and data). In serious cases, failure to comply with the policy may result in disciplinary action and could also result in a criminal offence.

Health and Safety at Work Act (1974)

You are required to take reasonable care for your health, safety and welfare and that of other people who may be affected by your actions or omissions. These responsibilities apply at all times whilst you are at work or on duty, and apply to all Trust premises, also whilst working in the community or on any other Trust business.

Equal opportunities and equalities legislation

It is the policy of London North West University Healthcare NHS Trust that no user of service, present or future employee or job applicant receives less favourable treatment on the grounds of their sex, perceived or actual sexual orientation, marital status, race, religion or belief, age, creed, colour, nationality, national origin, ethnic origin, or disability, or on the grounds of their association with someone in one of these groups; nor is disadvantaged by any conditions or requirements which cannot be shown to be justified.

Patient and public involvement

Section 11 of the Health and Social Care Act 2001 places a duty on NHS organisations to involve and consult patients, the public and other stakeholders in the planning and ongoing development of services. It is the responsibility of each member of staff, clinical and non-clinical to appropriately involve and consult patients, the public and other stakeholders.

Risk management

You are required to contribute to the control of risk and use the incident reporting system to alert the Trust of incidents or near misses that may compromise the quality of services.

Corporate/clinical governance

It is the duty of every employee to fulfil their individual clinical governance responsibilities and their expected contribution to ensuring that the Trust complies with benchmarked standards for quality of clinical care.

Infection control and hospital-acquired infection

Infection control is everyone's responsibility. All staff, both clinical and non-clinical, are required to adhere to the Trust's infection prevention and control policies and make every effort to maintain high standards to infection control at all times thereby reducing the burden of healthcare associated infections including MRSA. All staff have the following key responsibilities:

- staff must wash their hands or use alcohol hand rub on entry to or exit from all clinical areas and between each patient contact
- staff members have a duty to attend infection control training provided for them by the Trust
- staff members who develop an infection that may be transmissible to patients have a duty to contact occupational health.

Safeguarding children and vulnerable adults

Everyone has a personal and a professional responsibility to identify and report abuse. The abuse may be known, suspected, witnessed or be limited to raised concerns.

Early recognition is vital to ensuring the patient is safeguarded and any other people (children and vulnerable adults) who may be at risk.

The Trust's procedures must be implemented, working in partnership with the relevant authorities. The sharing of information no matter how small is of prime importance in safeguarding children, young people and vulnerable adults.

As an employee of the Trust, you have a responsibility to ensure that:

- a) you are familiar with and adhere to the Trusts procedures and guidelines for safeguarding children and vulnerable adults
- b) you attend safeguarding awareness training and undertake any additional training in relation to safeguarding relevant to your role.

Staff commitment to patient care

You are expected to ensure that patients' needs, experience and safety come first and to treat patients, carers, visitors, and colleagues with dignity and respect.

Health records

Clinical staff must keep accurate and clear information which is essential for the proper care of patients. Clinical and non-clinical staff who handle or use, case notes are individually responsible for the confidentiality, tracking, filing and good order of the case note at all times as outlined in the Medical Records Policy and the Information Lifecycle Management Policy.

For further information refer to Records Management Code of Practice via gov.uk.

NHS constitution and code of conduct for managers

Staff are required to act in accordance with the legal duties and expectations relating to their responsibilities to the public, their patients and colleagues set out in section 3b of the NHS Constitution and pages 98-109 of the Handbook to the NHS Constitution. For Managerial staff, including anyone with supervisory responsibility, the core standards of conduct set out in the NHS Code of Conduct for NHS Managers (2002) or any subsequent amendments.

This list is only an indication of the main tasks required to be performed. It is not an exhaustive list of duties and responsibilities and may be subject to amendments to take account of changing circumstances.

The Trust reserves the right that you may be required to undertake such other duties and/or hours of work as may reasonably be required of you commensurate with your grade at your normal place of work or from another location within the Trust.

Person specification

Job title: Service Manager – Integrated Discharge

Division/department: Integrated Discharge - Emergency and Ambulatory Care

Requirement	Essential	Desirable
Education/ qualifications	<ul style="list-style-type: none"> • Educated to degree level or evidence of equivalent level of ability/experience • Post Graduate Management qualification or equivalent level of ability/experience 	<ul style="list-style-type: none"> • Evidence of on-going professional development
Knowledge and experience	<ul style="list-style-type: none"> • Understanding of, performance targets and local priorities • Experience of managing and/or supporting staff • Ability to manage resources and recognise budgetary implications • Experience of managing external contracts and service level agreements • Understand and experience of managing budgets • Experience of service management within the NHS • Previous experience in a customer service / administrative role • Experience of successful service improvement • Experience of working within a multidisciplinary team 	<ul style="list-style-type: none"> • Previous experience of leading change • Demonstrates good numeracy skills and evidence of successful budget management • Experience of successful capacity and demand planning

Requirement	Essential	Desirable
Skills, abilities and attributes	<ul style="list-style-type: none"> • Proven leadership skills • Effective communicator with excellent facilitation and persuasion skills with a variety of staff groups • Ability to produce clear and concise reports • Ability to use Microsoft packages • Ability to manage and lead OH system, DATIX, Health Roster and E-Procurement (e-OPAS) • Ability to prioritise and work to deadlines • Ability to work as part of a team • Ability to collect data, represent in clear format and use analytical skills • Understand issues relating to confidentiality and data protection • Ability to use own initiative to problem-solve creatively and flexibly • Ability to analyse information and data to underpin decision making • Ability to use own initiative, organise workloads and delegate duties • Able to influence others directly and indirectly • Ability to develop and maintain good working relationships with people at all levels within and outside the organisation • Ability to handle highly complex issues and resolve problems • Ability to work under high pressure to meet deadlines • Able to write and produce reports of high complex standards • Ability to represent the service at the Trust at internal and external meetings 	<ul style="list-style-type: none"> • Understanding of good financial practice

Requirement	Essential	Desirable
HEART values	<p>Demonstrate commitment to Trust HEART values: honesty, equity, accountability, respect, and teamwork.</p> <p>Demonstrate commitment to place Quality at our HEART</p>	<p>Click or tap here to enter text.</p>

Person specifications should be kept to a maximum of 25 bullet points

Job description and person specification drafted / amended by

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- Designation: Integrated Discharge
- Date: 19/03/2024