

1. JOB DETAILS	
Job title:	Service Manager
Accountable to:	Operational Director
Managerially (if required)	General Manager
Agenda for Change Band:	8a
Location:	Planned and Surgical Care or Long Term and Unscheduled Care Directorate
2. JOB SUMMARY	
<p>This post is part of the triumvirate team (clinician, nursing and managerial) leading and managing a portfolio of services within either the Planned and Surgical Care or Long Term and Unscheduled Care Directorate overseen by a general manager. The triumvirate will be responsible and accountable for quality, performance and financial delivery for all elements of their constituent portfolio.</p> <p>The post holder will demonstrate and champion the core values of Harrogate and District NHS foundation trust:</p> <p style="text-align: center;">Kindness, Integrity, Teamwork and Equality.</p> <p>As such the post holder is expected to:</p> <ul style="list-style-type: none"> • Support their triumvirate in developing and improving their services to be safe, effective and efficient. • Be accountable for the sustained delivery of key operational service standards, and be responsible and accountable for delivering financial budgets. • Develop capacity and business planning models for the services. • Have responsibility with the matron and group clinical lead for developing the culture within their Services, making it a great place to work. • Have responsibility to improve the quality and safety of their services. In addition, it is expected that in fulfilling a leadership role you will be proactive in promoting and using the Harrogate Quality Improvement Model • Ensure that risk is properly managed within their services, using appropriate risk assessments and taking appropriate steps to mitigate these risks. • Ensure that all incidents, complaints and claims are reviewed, where appropriate, investigated and appropriate actions delivered in a timely manner.. Working alongside the Risk Management and Patient Experience Departments, to develop learning and find new or safer ways of practice. • Ensure that all targets set by external regulators are understood and delivered. • Ensure that relevant NICE guidance and GIRFT information is utilised to improve quality, performance and efficiency. • Ensure that their services support acute hospital flow during BAU and attend flow meetings to support flow during periods of escalation. • Be responsible for the development and delivery of specific areas of the business plan and the achievement of the relevant standards within the annual health check. • Work with their services to ensure that service and workforce plans are developed monitored and delivered against agreed quality, finance and performance criteria. • Work with senior members of the Directorate to take delegated responsibility for monitoring and ensuring that agreed SLA activity and access targets are understood, 	

met, and where necessary, delivery plans are adjusted to reflect the achievement of national targets.

- Renegotiate SLA's as required working with the support of the Planning Department with the oversight of the General Manager.

3. ROLE OF DEPARTMENT

(The function of the department in which the post holder works)

The xxx directorate is responsible for delivering high quality and effective Medical and nursing care to patients within the hospital base, outpatients and community settings.

This role will includes patients within a number of specialities – these will be confirmed on appointment depending on the skillset and experience of the successful candidate.

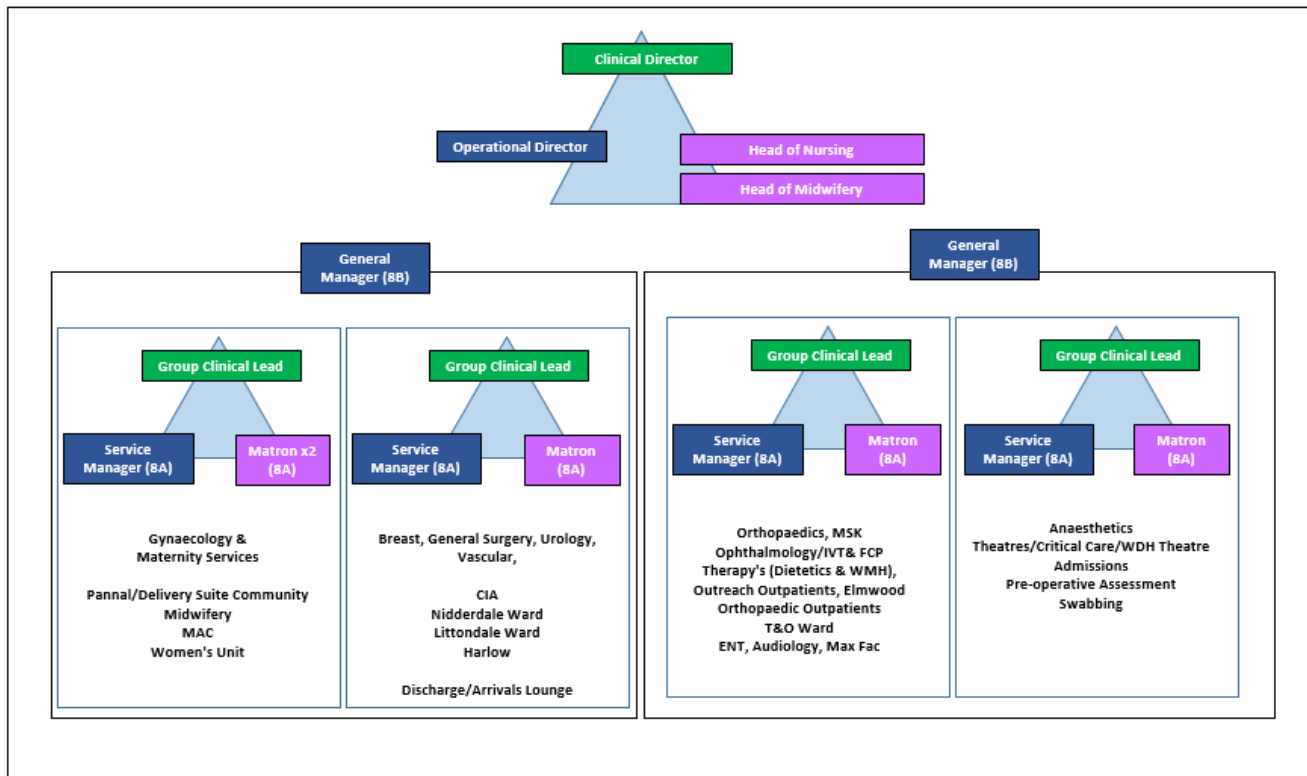
The Directorate is responsible for:

- identifying their strategic direction within the boundaries of the Trust strategic direction,
- the implementation of the strategic direction,
- the management of all resources within their remit both human and material
- the risk management arrangements,
- the monitoring of quality of care arrangements
- delivering on action plans to improve performance, patient safety or financial balance
- the performance against key performance indicators and activity plans
- delivery of the financial plan

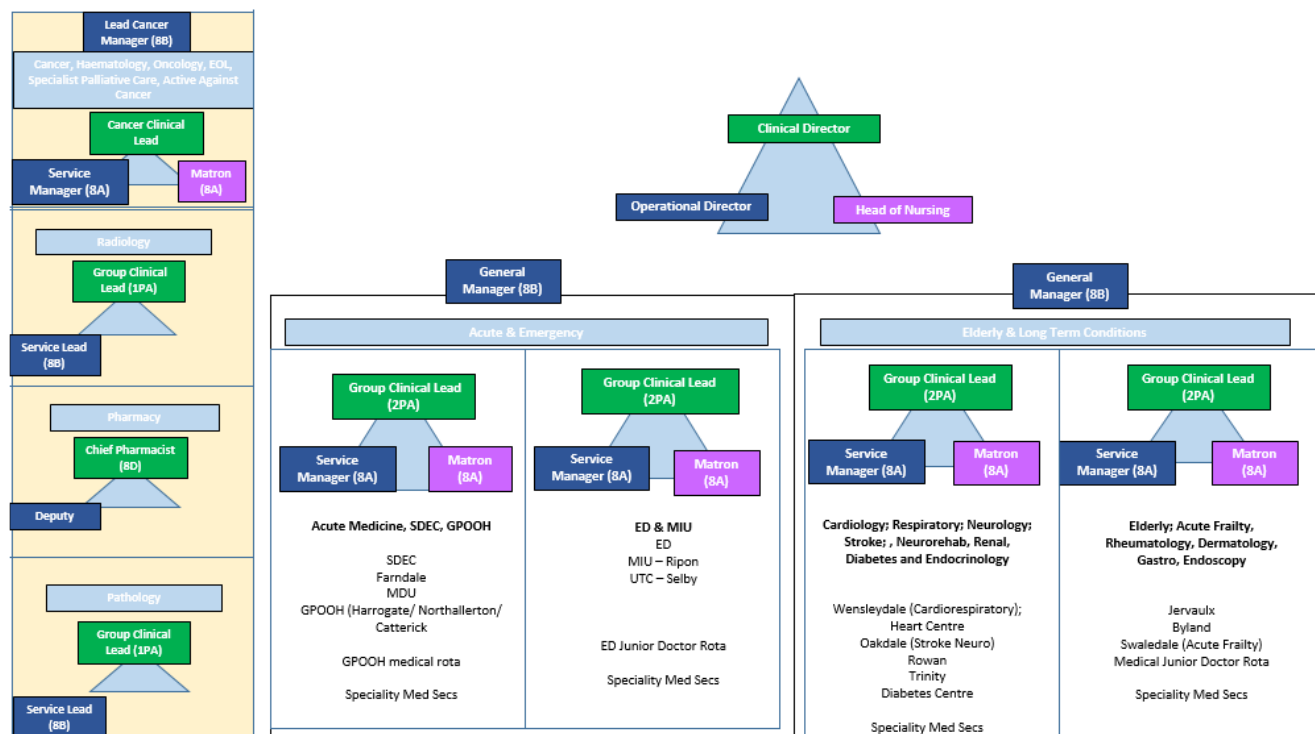
4. ORGANISATIONAL CHART

(Including in diagrammatic form to whom the post is responsible to and any posts which are responsible to the post holder)

Planned and Surgical Care



Long Term and Unscheduled Care



5. KEY WORKING RELATIONSHIPS

(The range of individuals and organisations the post holder has contact with, how regularly and for what purpose)

- Operational Director and Clinical Director
- Triumvirate team (matron & group clinical lead)
- General Manager
- Business Managers
- Finance Manager
- HR Business Partner
- Matrons
- Team Leaders, Department or Ward managers
- Lead Clinicians in Directorate
- Other Medical & Dental staff
- Chief Nurse, Deputy Chief Nurse
- Senior Managers from other Directorates
- Other Senior Managers within the Trust
- Senior managers in other organisations
- Risk Management / PET / Patient Feedback staff
- Planning and Performance Team
- PMO
- Outpatients

6. DUTIES AND RESPONSIBILITIES OF THE POST

Management Responsibilities

- Contribute to the agreement of priorities and the development of objectives that deliver the key priorities for the Trust.
- Support in developing clinical improvement programmes consistent with the Trusts clinical strategy, liaising closely with the General Manager, Group Clinical Lead and Matron as appropriate. Take responsibility for leading on and gaining a wide understanding of quality improvement programmes and patient focused care.
- Contribute to the development of a culture where all staff feel empowered through leadership to become involved in influencing and supporting the achievement of the Directorate's and Trust's priorities.
- Ensure effective appraisals and personal development planning systems are in place and monitor teams' compliance regularly within the services.
- Ensure managers in the service effectively manage their teams in the areas of sickness absence, mandatory training compliance, grievances and disciplinary matters in accordance with Trust policies, taking advice where appropriate from the HR representative.
- Work in partnership with the Clinical Lead to ensure the effective recruitment and selection process for clinical and non-clinical staff.
- Ensure that appropriate professional standards are maintained by all staff groups through co-operation and liaison with appropriate professional leads and external regulatory bodies.
- In conjunction with the Directorates Clinical Director of Governance and Risk Management, oversee the completion of Risk Registers for all areas within the services, ensuring that appropriate actions are taken in line with Trust policies and procedures and action plans following events are evaluated
- Attend the monthly Quality and Governance Board and Directorate Board.

Service Planning and Performance

- Assist in the development of the annual plan.
- Assist in the delivery of the Trust's objectives, leading on aspects of service transformation.
- As part of the triumvirate team take a lead for their services in delivering the transformation.
- Work proactively with partner agencies e.g. CCG's, other trusts, Voluntary organisations. To

ensure delivery of local service improvement and modernisation plans through associated National and local Service Frameworks.

- Support and assist their triumvirate team in the review of patient pathways.
- Facilitate in the involvement of patients and the public's better access to services in service redesign.
- Contribute to seasonal pressures through the effective management of day cases and in patient activity.
- Work with Clinical Leads to deliver clinical job plan reviews annually or as required and be involved in setting objectives in line with the trust and directorates strategic objectives.
- Working with organisations and colleagues across the Directorates, take a lead role in business planning and inter cross Directorate working.
- Provide regular updates and reports for the Directorate on quality, performance and finance and monitor agreed actions to ensure delivery.
- Develop and sustain good relationships and work closely with other Directorates/ departments.
- Service transformation
- Working closely with colleagues in main outpatients.

Management of Resources

- Work closely with finance to ensure budgets reflect the requirements of the service in line with the Directorate plan and are consistent with available resources
- Be responsible as a budget holder for budget management for service area in liaison with their triumvirate team, General Manager and Finance Manager.
- Identify and act in the delivery of cost improvement plans to achieve cost efficiency savings.

Corporate Development

HDFT has a commitment to the development of those in leadership roles as individuals, as Leads and as a service manager throughout the organisation.

This development is ongoing and the post holder will be expected to proactively engage in ensuring their knowledge is up to date whilst in the post. A training package will be delivered to support the service manager, as well as mentorship and access to coaching.

Project Management

- Lead projects to meet local and national initiatives and develop services.

Any other duties

- Participate in the senior managers on call rota.
- The Service Manager will have regular individual routine meetings with the General Manager. In addition, regular meetings between all members of the Directorate Board will be held to facilitate partnership working and ensure performance standards are achieved.

7. WORK SETTING AND REVIEW

(Who is responsible for setting and reviewing the work, the extent to which the post holder works unsupervised, and the extent to which they are free to act without direct reference to a more senior person)

The post holder will generally work unsupervised and will be expected to act without direction, seeking support from their triumvirate team and General Manager as required.

There will be a requirement to fully understand the running and challenges faced by the specific service area, reporting on progress of key areas and ability to discuss outstanding issues when requested.

8. JOB DESCRIPTION AGREEMENT

Post holder's signature

Date

Line Manager's signature

Date

PERSON SPECIFICATION

POST TITLE: Head and Neck Service Manager

Factor	Essential	Desirable
Qualifications	<ul style="list-style-type: none">• Masters Degree level or equivalent experience• Evidence of continuing professional development	
Experience	<ul style="list-style-type: none">• Proven managerial and leadership experience level within the NHS• Experience of leading and managing teams.• Project Management experience including practical experience of managing medium to large scale projects.• Experience of planning and managing risk in a project environment.• Experience of strategic thinking and planning.• Experience of working in a fast moving and unpredictable environment.• Experience of developing new services.• Experience of using motivational and persuasive skills, to gain and maintain “buy in” to a project. –	
Knowledge	<ul style="list-style-type: none">• Highly developed interpersonal communication (written and oral), persuasive and facilitation skills.-• Ability to understand and effectively apply project management methodologies.• Ability to plan, track and report on data using	

	<p>MS Project Ability to work with and deliver within a fixed project timescale.</p> <ul style="list-style-type: none"> • Well developed political awareness, influencing, negotiation and conflict resolution skills. • Ability to identify, develop, nurture and promote innovative approaches to service development. • Well developed delegation, people and workload management skills. • Ability to develop an inclusive team-based approach to problem solving and decision-making. • Demonstrate willingness and ability to challenge existing practice. • Analytical skills. • Understanding of the Healthcare management environment and roles and responsibilities within it. 	
Skills and Aptitudes	<ul style="list-style-type: none"> • A corporate player, able to successfully link strategy and operations. • Able to work with and through ambiguity. • Passionate about service improvement and the benefits this can deliver to patient care. • Commitment to personal, staff and organisational development. • Self –confident and emotionally resilient. 	

PERSON SPECIFICATION AGREEMENT

Post holder

Date

Line Manager

Date

Each of the above points should be considered in the light of minimum requirements listed in the job description.