

JOB DESCRIPTION

CARDIFF AND VALE UNIVERSITY HEALTH BOARD

09496

JOB DETAILS

Job Title:	Service Manager
Pay Band:	Band 7
Department:	Major Trauma & Critical Care
Directorate:	Major Trauma & Critical Care
Clinical Board:	Specialist Services
Base:	UHW

ORGANISATIONAL ARRANGEMENTS

Managerially Accountable to:	General Manager
Reports to:	Deputy General Manager
Professionally Responsible to:	General Manager

Our Values: 'CARING FOR PEOPLE; KEEPING PEOPLE WELL'

Cardiff and Vale University Health Board has an important job to do. What we do matters because it's our job to care for people and keep them well. We all want to do this to the best of our abilities – but we know that good intentions are not always enough.

At Cardiff and Vale University Health Board our values and example behaviours are:

We care about the people we serve and the people we work with	Treat people as you would like to be treated and always with compassion
We trust and respect one another	Look for feedback from others on how you are doing and strive for better ways of doing things
We take personal responsibility	Be enthusiastic and take responsibility for what you do.
We treat people with kindness	Thank people, celebrate success and when things go wrong ask 'what can I learn'?
We act with integrity	Never let structures get in the way of doing the right thing .

CAJE Reference:
RWM/2021/0058-A

Our values guide the way we work and the way we behave with others. Post holders will be expected at all times to behave in accordance with our values demonstrating commitment to the delivery of high quality services to patients.

JOB SUMMARY/JOB PURPOSE

The post holder will be directly responsible for the operational day to day management of the Directorate, including management of the delegated budget organisation of staff resource, management of workflow and performance of the Directorate (linking in with relevant professional/heads of department as required). They will provide leadership to the teams and promote high professional standards of care whilst upholding and embedding quality and safety of services.

The post holder will be:

- Responsible for the development, implementation and monitoring of continuous improvement initiatives
- Promote and develop a culture of a learning organisation and continuous development
- Ensure that quality standards are met, maintaining a consistently high standard of patient/client care and ensuring the patient is at the centre of all initiatives
- Be a role model, demonstrating strong leadership behaviours and competencies to drive operational quality improvement
- Work in close collaboration with other departments, the multi-disciplinary team members and the South Wales Trauma Network to deliver high quality care to the South Wales region and beyond

DUTIES AND RESPONSIBILITIES

Managerial & Leadership

1. Provide strong visible leadership/management within the services, particularly for the admin teams.
2. Drive the operational delivery of the key local and national performance targets, such as TARN
3. Build positive working relationships within the Directorate and to broad stakeholder group linked to tertiary services.
4. Represent General Manager/Deputy General Manager at meetings as required.
5. Motivate, influence, inspire and lead others to improve the service provided and service performance.
6. Discuss highly sensitive and emotive issues with patients e.g. patient complaints.
7. Plan and implements new ways of working across the Directorates and identifies areas for collaborative working
8. Propose changes to service provision that cut across other areas
9. Accountable for the day to day management of workflow within the team
10. Co-coordinating, facilitating and monitoring all operational aspects of the activities carried out by the Directorates, linking in with relevant senior teams where required.
11. Operational line management of Administration Manager/Rota Coordinator and administration staff
12. Ensure appropriate management of the teams' workload in line with operational policies and procedures.
13. Lead on the local implementation of service development as required, using appropriate change management techniques and ensuring appropriate staff engagement
14. Lead a culture of continuous improvement and ensure professional excellence is achieved, encouraging the sharing of best practice.
15. Contribute to the development of career progression pathways for all staff.
16. Identify and facilitate the provision of development programmes required to support service change/evolution.
17. Ensure that the workforce are effectively managed and developed and that employment policies/practices are adhered to.
18. Ensure the appropriate management of vacancies that arise, ensuring compliance with and delivery of UHB Human Resources policies and procedures
19. To define future staffing requirements and contribute to the assessment and selection of candidates against team and organisational requirements.
20. Manage the performance of the team through PADR, training needs analysis and supervision in association with relevant professional supervisor.
21. Support the development of team members so that they function effectively within their roles and responsibilities. To ensure staff compliance with all current UHB policies and employment legislation

22. Ensure that relevant training and development competencies are developed for new roles that evolve within the team
23. Deal with issues of professional discipline, competence and conduct for staff in line with policies and professional codes of practice.
24. Develop / Manage administrative systems and processes to support delivery of required services
25. To support the effective flow of patients through the respective services and link with patient access and wider teams to highlight delayed transfers of care

Performance Management

1. Contribute to the identification of performance objectives and operationally manage their delivery within the services reporting to the General Manager/Deputy General Manager
2. Develop and operate effective reporting arrangements within the services/specialties management teams to accurately record and monitor performance against local and national targets and to pro-actively manage any variances
3. Work with the clinical teams to rectify performance issues
4. Provide regular reports to the General Manager/Deputy General Manager with assurance that appropriate follow up actions will be completed
5. Analyse, monitor and report on complex data on an ongoing basis, compliance against agreed performance metrics and where required, compare a range of options for consideration and make modifications to processes/systems to deliver improved performance
6. Provide assurance that a robust system is in place across the multi-professional team to ensure the relevant standards of the teams are being met

Governance/Quality Management

1. Works as part of the Leadership team to ensure that effective governance arrangements and performance management systems are in place.
2. Responsible for implementing and monitoring effective governance systems within the Directorates, identifying gaps in assurance and enhancing systems and processes to ensure proactive rather than reactive response to clinical risk.
3. As delegated, take a lead for investigating specific incidents and complaints, particularly when related to the administration of services.
4. Oversees the implementation of action plans associated with internal/external investigations and monitors accordingly.
5. The Post holder will be required to ensure that safe clinical and professional practice is provided by ensuring that the appropriate supervisory and learning and development opportunities are facilitated.

6. Support the Research & Development team to undertake research and development to support patient outcomes.
7. To promote safety of staff / relatives. To escalate matters relating to deficiency in working conditions, equipment and procedures, which may constitute a hazard to staff, patients / relatives and to ensure adequate precautions, are instituted.
8. Regularly audit the effectiveness of the Directorates performance against local and national colleagues.
9. Ensure that risk management is a key component of operational delivery of services. Contribute to the maintenance of the Directorates risk register, updating and escalating through the appropriate channels.
10. Implement a system to ensure that all members of the Directorate actively contribute to the quality and safety of the service, drive forward continuous quality improvement and professional standards.

Financial Management

1. Holds a delegated budget
2. Support the Directorate Management Team to achieve financial balance by maximizing income opportunities through good governance systems and ensuring that all expenditure is controlled.
3. Ensure that the Directorates aims are delivered within the resources available.
4. Implement systems to analyse staffing requirements against workload activity
5. Develop and implement measures to ensure maximum efficiency of service provision by examining and appraising value for money
6. Ensure the Directorates are cost effective and continually encourage a review of roles and skill mix of staff to deliver the best possible service within the resources available
7. Identify schemes to deliver efficient savings and or income generation

Information Management

1. Ensure staff compliance with information management regarding access to, usage and storage of patient information via both IT and paper systems in line with UHB Policy.
2. Produce reports and presentations based on a wide range of information from a variety of sources. Write and present reports to a range of groups across agencies

Education and Training

1. Demonstrate knowledge and skills of Major Trauma & Critical Care services.
2. Demonstrate knowledge of health service management including change management and work force redesign.

3. Demonstrate knowledge and skills in a wide range of areas including the provision of clinical services, management of finances, human resources, research and development and teaching and training. This may be enhanced by a relevant qualification at an appropriate level.
4. Facilitate the training and development of staff, both individually and as a team.
5. Oversee and participate in mandatory training programmes to ensure staff compliance with UHB policies including Health and Safety training.

Communication

1. Provide visible leadership within and outside of the team, putting patient care at the centre of service provision and communicating with other services and external stakeholders.
2. Act as an ambassador for the UHB to ensure that all members of team communicate with other staff and wider stakeholders in a highly professional manner.
3. Ensure good communication links with other agencies such as the South Wales Trauma Network, Critical Care Network and TARN.
4. Provide and receive highly complex and sensitive information, analyse that information and present back to peers or the Management Team
5. Be able to motivate a range of healthcare professionals to work collaboratively to improve services where there may be resistance to change

GENERAL

- **Performance Reviews/Performance Obligation:** The post holder will be expected to participate in the UHB individual performance review process, and as part of this process to agree an annual Personal Development Plan with clear objectives and identified organisational support.
- **Competence:** At no time should the post holder work outside their defined level of competence. If the post holder has concerns regarding this, they should immediately discuss them with their manager. All staff have a responsibility to inform those supervising their duties if they are not competent to perform a duty.
- **Confidentiality:** In line with the Data Protection legislation and the Caldicott Principles of Confidentiality, the post holder will be expected to maintain confidentiality in relation to personal and patient information including clinical and non-clinical records, as outlined in the contract of employment. This legal duty of confidentiality continues to apply after an employee has left the UHB. The post holder may access information only on a need to know basis in the direct discharge of duties and divulge information only in the proper course of duties.
- **Records Management:** The post holder has a legal responsibility to create, maintain, store and destroy records and other UHB information handled as part of

their work within the UHB in line with operating procedures and training. This includes all records relating to patient health, financial, personal and administrative, whether paper based or on computer. The post holder has a duty to maintain the highest levels of data quality for all records through accurate and comprehensive recording across the entire range of media they might use. All staff have a responsibility to consult their manager if they have any doubts about the correct management of records with which they work.

- **Information Governance:** The post holder must at all times be aware of the importance of maintaining confidentiality and security of information gained during the course of their duties. This will, in many cases, include access to personal information relating to service users.
- **Health & Safety:** The post holder is required to co-operate with the UHB to ensure health and safety duties and requirements are complied with. It is the post holder's personal responsibility to conform to procedures, rules and codes of practice; and to use properly and conscientiously all safety equipment, devices, protective clothing and equipment which is fitted or made available, and to attend training courses as required. All staff have a responsibility to access Occupational Health and other support in times of need and advice.
- **Risk Management:** The UHB is committed to protecting its staff, patients, assets and reputation through an effective risk management process. The post holder will be required to comply with the UHB Health and Safety Policy and actively participate in this process, having responsibility for managing risks and reporting exceptions.
- **Safeguarding Children and Adults:** The UHB is committed to safeguarding children and adults therefore all staff must attend the Safeguarding Children and Adults training.
- **Infection Control:** The UHB is committed to meet its obligations to minimise infection. All staff are responsible for protecting and safeguarding patients, service users, visitors and employees against the risk of acquiring healthcare associated infections. This responsibility includes being aware of and complying with the UHB Infection, Prevention and Control procedures/policies, not to tolerate non-compliance by colleagues, and to attend training in infection control provided by the UHB.
- **Registered Health Professionals:** All employees who are required to register with a professional body to enable them to practice within their profession are required to comply with their code of conduct and requirements of their professional registration.
- **Healthcare Support Workers:** The All Wales Health Care Support Worker (HCSW) Code of Conduct outlines the standards of conduct, behaviour and attitude

required of all Healthcare Support Workers employed in NHS Wales. Healthcare Support are responsible, and have a duty of care, to ensure their conduct does not fall below the standards detailed in the Code and that no act or omission on their part harms the safety and wellbeing of service users and the public, whilst in their care.

- **Health Improvement:** all staff have a responsibility to promote health and act as an advocate for health promotion and prevention
- **No Smoking:** To give all patients, visitors and staff the best chance to be healthy, all UHB sites including buildings and grounds are smoke-free. Staff are encouraged to promote and actively support our No Smoking Policy. Advice and support on quitting smoking is available for all staff and patients. A hospital based service can be accessed by telephoning 02920 743582 or for a community based service, Stop Smoking Wales can be contacted on 0800 0852219
- **Equality and Diversity:** All staff have a personal responsibility under the Equality Act 2010 to ensure they do not discriminate, harass, or bully or contribute to the discrimination, harassment or bullying of any colleague(s) or visitors or condone discrimination or bullying because of someone's 'protected characteristics'. These protected characteristics are: age, religion, sexual orientation, belief or non-belief, sex, disability, race, gender identity, pregnancy and maternity, marriage and civil partnerships. The line manager and post holder will be responsible for promoting diversity and equity of opportunity across all areas of your work. This applies to service delivery as an employee and for anyone who you may be working with, whether they are patients, family/carer, visitors or colleague. You will be made aware of your responsibilities to uphold organisational policies and principles on the promotion of equality valuing diversity and respecting people's human rights as part of your everyday practice.
- **Dignity at Work:** The UHB condemns all forms of bullying and harassment and is actively seeking to promote a workplace where employees are treated fairly and with dignity and respect. All staff are requested to report and form of bullying and harassment to their Line Manager or to any Director of the organisation. Any inappropriate behaviour inside the workplace will not be tolerated and will be treated as a serious matter under the UHB Disciplinary Policy.
- **Welsh Language:** All employees must perform their duties in strict compliance with the requirements of the current UHB Welsh Language Standards and take every opportunity to promote the Welsh language in their dealings with the public. The UHB also encourages employees to use their available Welsh language skills
- **Job Description:** This job description is not inflexible but is an outline and account of the main duties. Any changes will be discussed fully with the post holder in advance. The job description will be reviewed periodically to take into account changes and developments in service requirements.

**PERSON SPECIFICATION
CARDIFF AND VALE UNIVERSITY HEALTH BOARD**

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	ESSENTIAL	DESIRABLE	METHOD OF ASSESSMENT
QUALIFICATIONS	<ul style="list-style-type: none"> • Post-graduate diploma in relevant subject or equivalent demonstrable experience • Management qualification • Evidence of continuing education and development 		<p>Application Form Certificate Check Registration Card – Nurse/AHP</p>
EXPERIENCE	<ul style="list-style-type: none"> • Operational management experience • Experience of effective staff management. • Experience of managing a team • Experience of liaising with and managing diverse groups of people. • Experience of working with internal and external stakeholders and multi-disciplinary teams. • Successful management of change and service modernisation • Experience of using a range of software packages • Experience of budgetary management 	<ul style="list-style-type: none"> • Experience of team development • Relevant teaching/training/service improvement qualification 	<p>Application Form Interview References</p>

<p>SKILLS</p>	<ul style="list-style-type: none"> • Critical thinker, able to present evidence and challenge convention. • Excellent organisational skills • Ability to communicate at all levels within the UHB and partner agencies • Excellent report writing skills. • Excellent leadership skills. • Ability to achieve desired outcomes by influencing others • Proven ability of service development and innovation • Strong financial management skills • Good communication, presentation & interpersonal skills • Performance management skills • Strong prioritisation skills with the ability to manage competing demands • Ability to plan and organise a broad range of complex activities, adjusting plans as required • Able to influence, negotiate and build working relationships • Provide, receive and present complex, sensitive or contentious information • IT Skills • Ability to analyse, and present data/information to influence decisions related to service delivery and development. 	<ul style="list-style-type: none"> • Ability to speak Welsh 	<p>Application Form Interview References</p>
<p>SPECIAL KNOWLEDGE</p>	<ul style="list-style-type: none"> • Knowledge and appreciation of relevant national health policies. 		<p>Application Form Interview References</p>
<p>PERSONAL QUALITIES <i>(Demonstrable)</i></p>	<ul style="list-style-type: none"> • Consistently exhibits a positive attitude and respect for others. • Approachable and adaptable • Ability to motivate staff and provide professional leadership. • Energetic, determined and focused. • Self-motivated, highly organised 		<p>Application Form Interview References</p>

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	<ul style="list-style-type: none">• Focussed and results oriented and can lead and deliver through others• Ability to cope with high levels of pressure• Excellent time management• Proven interpersonal skills• Sensitive to staff issues• Able to adapt to rapid change• Resilient and tenacious		
OTHER <i>(Please Specify)</i>	<ul style="list-style-type: none">• Ability to travel within the geographical area.		Interview Document Check*
Date Prepared:	1 st June 2021	Prepared By: Daniel Jones, Deputy General Manager	