



JOB DESCRIPTION

1. JOB DETAILS

Job Title: General Manager – Urgent & Unscheduled Care

Responsible to: Director of Acute Services

Department & Base: Borders General Hospital

Grade: 8C

Flexible Working: Several opportunities to work flexibly including one day working from home per week

2. JOB PURPOSE

This is a senior leadership role within NHS Borders responsible for leading and delivering the organisations strategic priorities as the General Manager for urgent and unscheduled care. The postholder will provide compassionate and inclusive leadership and will be responsible for the development of a high-performing team fostering a culture and environment that is in line with organisational values.

The postholder will be responsible for the delivery of safe, high-quality and accessible services and lead the development and delivery of operational excellence. They will actively identify and manage risks and issues to ensure the delivery of strategic objectives and operational plans.

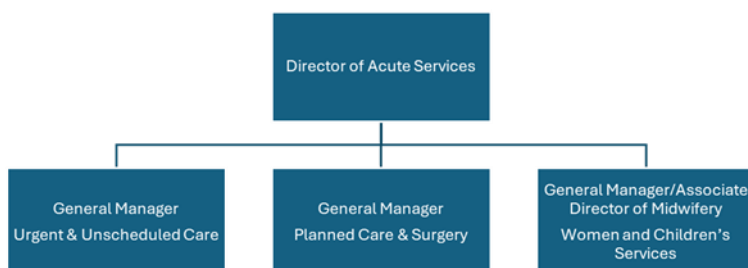
The postholder will be responsible for the effective deployment of all resources within the division in line with Board policies and procedures. They will ensure the identification and delivery of cost improvement schemes and ensure the sustainability of services in the future.

The postholder, on behalf of the Director of Acute Services, will have responsibility for the delivery of the urgent and unscheduled care improvement plan working collaboratively with the wider health and social care system. Balancing the day-to-day delivery of safe, high quality and effective care with the continuous improvement of service delivery and patient care and experience will be a core requirement of the role.

Developing effective relationships with clinicians, service teams, executive directors and partners across the wider health and social care system in the delivery of operational excellence and continuous performance improvement will be critical.

The postholder will on occasion deputise for the Director of Acute Services and will be part of the senior manager on-call rota.

3. ORGANISATIONAL POSITION



4. SCOPE AND RANGE

The Scottish Borders geographic area is 473,614 hectares (1,827 square miles); located in the Southeast of Scotland. It has Edinburgh and the Lothian's to the North, Northumberland to the South and Dumfries and Galloway to the West.

Scottish Borders is a rural local authority where 30% of the population lives in settlements of fewer than 500 people or in isolated hamlets.

The General Manager, Unscheduled Care is directly accountable and will directly manage the staff and services in the Board's Acute Services Urgent & Unscheduled Care division (budget circa. £40million & staff 552 wte) and leads the following services:

- Acute Medicine
- ED
- Cardiology
- DME
- Stroke
- Neurology
- Diabetes / Endocrine
- Palliative Medicine
- General Medicine
- GI
- Respiratory
- Dermatology
- Labs
- Clinical Chemistry
- Hematology
- Microbiology
- Radiology

5. MAIN DUTIES/RESPONSIBILITIES

Service Delivery

1. To ensure the delivery of safe, high-quality and accessible services within the division.
2. To ensure the most effective deployment of resources to meet agreed objectives and priorities and to consult with colleagues as required and secure a safe, legal and financial framework for all aspects of the division's activity.
3. To ensure effective arrangements for the delivery of performance and professional standards in the services, through the development of service plans, performance targets and development, monitoring, appraisal and effective management of staff throughout the division.
4. To agree budgets in consultation with the appropriate Heads of Service and Finance staff, ensuring that effective budgetary control is maintained, and that expenditure occurs within NHS Border's policies and financial regulations.
5. To maintain a knowledge of national developments and good practice, and to actively contribute to the development of a learning culture within the organisation.
6. To lead the urgent care improvement programme on behalf of Borders General Hospital on behalf of the Director of Acute Services, working collaboratively with relevant partners across the wider health and social care system.

Leadership

1. To provide compassionate, inclusive and highly effective leadership of the urgent and unscheduled care division.
2. To create and foster a compassionate, open and inclusive culture through effective working relationships and a shared understanding of corporate aims, values, core standards and practices.
3. To prioritise the development and growth of staff so that they can flourish and deliver the best possible care and outcomes for patients.
4. To lead the development and delivery of strategic initiatives and to take personal responsibility for specific corporate tasks and projects.
5. To contribute to the development of partnership work, good relationships, effective communications and strong partnerships within our organisation, with other organisations and local communities.
6. To uphold and promote the highest personal and professional standards.

Other duties

1. To provide strategic leadership of the division across the range of its responsibilities.
2. To ensure the delivery of high-quality services that meet the required standards of performance and practice and governance, leading to the development and implementation of change programmes to improve services.
3. To manage the policy and performance frameworks and to ensure that the Codes of Conduct, accountability and principles of Clinical, Corporate and Staff Governance are promoted to ensure required standards are met.
4. To ensure that appropriate systems and processes are in place to meet the requirements of, and demonstrate achievements in, Clinical, Corporate and Staff Governance, through monitoring, performance management and evaluation and that these standards are maintained and further developed. To apply equal opportunity practices in the workplace and in service delivery.
5. To ensure that effective management and organisational arrangements are in place to implement decisions of the Board and to lead and manage all members of the senior team and other directly managed staff in accordance with appropriate policies and procedures and the requirements of Staff Governance.
6. To ensure that resources are allocated in accordance with the Local Delivery Plan and that the division meets its financial obligations, including management of resources within the available budget.
7. To ensure effective risk management arrangements are in place and monitored, within the NHS Borders Risk Management framework, which ensures a proactive and co-ordinated approach to both clinical and non-clinical risks and to develop a positive attitude to health and safety among staff, ensuring the implementation of the Health and Safety policy.
8. To promote professional and personal development amongst staff by ensuring that effective performance management systems are in place, which provide development opportunities, enhance performance, and facilitate skill utilisation and flexibility.
9. To promote and where necessary lead the identification, development and implementation of Service improvement and change projects developing new and innovative ways of working to meet the health needs of the population, including communicating and presenting outcomes to professional / public interest groups internally, with partnership organisations and within the wider community.
10. To plan, promote, manage, and take overall responsibility for all services and to ensure that they achieve the highest possible standards, represent value for money and are responsive to service needs.
11. Negotiating with a wide range of individuals at senior level within NHS Borders and partners to ensure the delivery of safe and high-quality services.

12. To ensure strict compliance with Standing Orders and financial regulations of the Health Board and be accountable for the preparation and effective management of the budgets and for establishing and maintaining systems under which senior managers account formally and regularly for the service and functions under their control.
13. To participate in the Acute Services senior on call Rota.
14. To undertake such other duties as the Director of Acute Service or Chief Executive may from time to time be required.

6. SYSTEMS AND EQUIPMENT

To lead the Urgent and Unscheduled Care Improvement Programme.

Extensive use of Microsoft Office Packages including Word, Excel, Access, PowerPoint, Publisher and Outlook email, calendar, tasks, Adobe Acrobat etc.

Oversee the development of information collection and storage systems.

Access the Internet to research topics/information.

Use of a range of equipment including laptop, multimedia projector, OHP, Photocopier, fax machine, printers, shredders, laminators, binders, telephone, mobile phone.

7. DECISIONS AND JUDGEMENTS

The work is largely driven by national agendas, local strategic plans, standards, legislation and authoritative guidance on clinical service developments within the NHS in Scotland and beyond. As the postholder is an acknowledged expert within their field they will be expected to work autonomously and give direction to local implementation and development even where expert opinion may differ.

A critical aspect of the role is influencing the practice of a wide spectrum of colleagues. This requires tailored judgements about what approaches, and interactions will be effective.

The post holder will receive, analyse and provide a wide range of highly complex or sensitive information (e.g., about clinical activity or practice, technical, legal or relating to national standards and performance).

The ability to routinely manage difficult conversations is a requirement of this post.

8. COMMUNICATIONS AND RELATIONSHIPS

The postholder is expected to communicate with a wide range of senior clinical and non-clinical staff across NHS Borders and with senior officials of external organisations. Excellent communication skills are required since a major purpose of communication is to influence and persuade others and negotiate the implementation of change.

The following are key working relationships:

- The postholder is required to influence and negotiate with a whole range of clinical and non-clinical staff.
- With Senior Clinical Staff including Nurses/Midwives and Advisors across NHS Borders
- With representatives of the Scottish Government Health Department, patients and patient group representatives, members of the public, voluntary and independent sector agencies, and private sector organisations.
- With Executive Directors and other Senior Managers and staff.
- With Non-Executive Directors of the NHS Board to ensure the provision of information and support to enable them to fulfil their roles effectively.
- With senior Human Resource Colleagues, General and Nurse Managers providing investigatory skills and professional advice to Disciplinary Hearings and Appeals therefore must have the ability to understand and communicate very complex issues in a variety of settings.
- With national and local representatives of trade unions and professional organisations to pro-actively communicate and/or consult on issues relating to service provision within NHS Borders.

- With external agencies e.g., officials of the Scottish Government Health Department to discuss national policy; to participate in national working groups or planning groups and to respond to parliamentary questions.
- With representatives of Local Government, voluntary and independent sector agencies and private sector organisations e.g., representing NHS Borders in discussions to agree and take forward service initiatives and developments.
- With MSPs/MPs/Local Health Council Chair/Public Pressure Groups/Patient Representatives etc – to impart information/respond to questions or concerns about specific service issues, relating to the post holder’s sphere of responsibility within NHS Borders.
- With media to respond to press enquiries about matters within NHS Borders relating to the post holder’s sphere of responsibility.
- May participate in staff surveys (annual) or patient satisfaction surveys (ad-hoc) within the Delivery Unit, agreeing appropriate actions from findings and communicating outcomes to all appropriate parties.”

To carry out the key result areas effectively the postholder requires excellent communication skills verbal, non-verbal and written and be able to identify and use the most effective means appropriate to the situation. Excellent leadership, team and relationship building skills together with effective presentation, facilitation and influencing skills are necessary for this role. In addition the position requires the ability to manage difficult communications such as direct/indirect conflict, delivering sensitive, contentious information and also the ability to model and develop those behaviours with own team to assist the organisation in the implementation of major policy changes. The position requires communicating and negotiating successfully with key vested interests internally, with partnership organisations and within the wider community, frequently with a controversial or unpopular message.

9. PHYSICAL DEMANDS OF THE JOB

- Must be able to travel
- Sitting at desk for long periods of time using computer
- Sitting in meetings for long periods and maintaining focus and concentration
- Frequent requirement for prolonged concentration, for example analysis of complex information for reporting purposes
- Dealing with unpredictable interruptions which require an immediate response, necessitating frequent workload reprioritisation.
- Dealing with challenges and conflict
- Pressure to meet deadlines, often with short timescales

10. MOST CHALLENGING/DIFFICULT PARTS OF THE JOB

Development of a strategic vision which ensures that clinicians and clinical quality and governance are an integral part of the work of NHS Borders.

Identify how and where clinical services can be supported and improved.

Identify potential barriers and successfully implement change to demonstrate improved outcomes for patients, balancing continuous improvement with the day-to-day delivery of high-quality, safe and accessible care.

11. KNOWLEDGE, TRAINING AND EXPERIENCE REQUIRED TO DO THE JOB

- Educated to master's degree level or equivalent
- Proven track record of delivering changes in a senior NHS role, with a knowledge and understanding of clinical service delivery.
- Previous commissioning experience
- Understanding and insight into the national and local challenges of addressing the wider health agenda.
- Experience of liaising with external agencies.
- Experience of multidisciplinary & multiagency working.
- Experience of multidisciplinary team management.
- Proven leadership skills and the ability to communicate enthusiasm and commitment to motivate others.
- Credibility with clinicians and the ability to develop effective relationships with a wide range of stakeholders who have differing and sometimes conflicting needs.
- Well developed influencing skills and experience of managing change.
- Experience of developing and implementing strategy.