

## ROLE BRIEF

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| <b>Department:</b>     | Clinical Services  |
| <b>Job Title:</b>      | <b>Head of Clinical Services</b>   |
| <b>Grade/Salary:</b>   | Band 8   |
| <b>Contract:</b>       | <i>Permanent</i>   |
| <b>Responsible To:</b> | Executive lead for The McIndoe Centre  |
| <b>Location:</b>       | The McIndoe Centre   |
| <b>Job Purpose:</b>    | <ul style="list-style-type: none"> <li>To provide clinical leadership, direction and operational management to meet the overall objectives of Horder Healthcare.</li> <li>To be a key member of the Senior Management team, reporting to the Executive lead for The McIndoe Centre and working closely with Head of Theatre Services, Consultants and corporate departments. This includes leading on the annual/bi-ennial review of Consultants at the The McIndoe Centre.</li> <li>To be a highly visible, accessible and influential figure, providing day to day operational management of clinical services and acting as a role model.</li> <li>To oversee care delivery and co-ordinate the activities of a multi-disciplinary team ensuring optimal patient outcomes are achieved within the available resources whilst complying with regulatory requirements.</li> <li>To work in line with agreed individual and corporate objectives as they relate to quality and safety.</li> <li>To ensure the delivery of CQC standards and achieve / maintain an 'outstanding' CQC rating.</li> </ul> |
| <b>Key Duties:</b>     | <p><b>Strategic Responsibility</b></p> <ul style="list-style-type: none"> <li>Support and be actively involved in the development of comprehensive multi-year strategic plans with the Executive and Senior Management Team with a particular focus on service planning, workforce planning, clinical governance and risk management planning for The McIndoe Centre.</li> <li>Lead on the development and implementation of clinical pathways as outlined in the strategic service plans striving for clinical excellence at all times.</li> <li>Lead on The McIndoe Centre nursing and clinical strategic priorities.</li> <li>Promote close collaboration and cohesive working relationships within your hospital and across Horder Healthcare teams and maintain effective communication channels.</li> <li>Provide operational and professional leadership to nursing , clinical and non-clinical teams.</li> <li>Be an effective leader for change and support a culture of</li> </ul>   |

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|  | <p>continuous quality improvement and innovation .</p> <ul style="list-style-type: none"> <li>• Be responsible for The McIndoe Centre clinical – and relevant non-clinical - recruitment and retention plan .</li> </ul> <p><b>Workforce Planning and Development</b></p> <ul style="list-style-type: none"> <li>• Work with Heads of Departments to establish appropriate clinical skill mix, monitor variances and rectify skill mix deficits and gaps</li> <li>• Undertake regular workforce analysis of all departments to identify current and future workforce needs relating to skill mix, qualifications and skill set .</li> <li>• Select, appoint and retain the most appropriately qualified and experienced to staff to relevant positions within your departments .</li> <li>• Work with HR to align education and professional development activities with the strategic direction and requirements of your departments and the organisation .</li> </ul> <p><b>Professional and Personal Development</b></p> <ul style="list-style-type: none"> <li>• Support the Executive team in developing the clinical professions across Horder Healthcare.</li> <li>• Keep updated with clinical skills and professional registration .</li> <li>• Effectively contribute to relevant senior clinical forums.</li> <li>• Participate in clinical governance and Medical Advisory meetings .</li> <li>• Act as a clinical role model, lead and inspire others .</li> <li>• Deputise for Executive lead at The McIndoe Centre / The Horder Centre as required on both ad hoc and planned basis .</li> <li>• Take part in senior management on call rota .</li> <li>• Be the lead, or ensure appropriate delegation of roles such as safeguarding lead, Caldicott guardian and CDAO are in place and effective.</li> </ul> <p><b>Service Delivery and performance</b></p> <ul style="list-style-type: none"> <li>• Identify specific areas for service improvement and lead on any required business cases and change management .</li> <li>• Provide advice and support relating to service delivery that enhances patient care and promotes the wellbeing and safety of patients and staff.</li> <li>• Manage the performance of the hospital against agreed Key Performance Indicators, including but not limited to. <ul style="list-style-type: none"> <li>○ Staff work hours/establishments/lost hours</li> <li>○ Clinical indicators – infection rates, readmissions etc.</li> <li>○ Staff, patient and consultant satisfaction</li> </ul> </li> <li>• Manage the supporting administrative functions of the hospital to ensure that optimum clinical care is enabled through the efficient and effective operation of associated administrative processes.</li> <li>• Ensure that patients are treated in accordance with prevailing access policies, particularly NHS patients, and as such, ensure</li> </ul> |
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|  | <p>relevant teams have detailed understanding of any clinical and waiting time prioritisation processes .</p> <p><b>Standards of Care</b></p> <ul style="list-style-type: none"> <li>• Work with Clinical Leads to ensure that systems and processes provide high quality care and are underpinned by evidence .</li> <li>• Work with senior teams to develop models of care that ensure patients receive care within defined quality standards .</li> <li>• Be a highly visible clinical leader, including working a clinical shift at least monthly .</li> <li>• Identify risks within clinical departments and develop plans to mitigate risks ensuring they are recorded and monitored in line with policy.</li> <li>• Lead on ensuring the hospital is compliant with CQC standards and develop improvement strategies to aim for or maintain outstanding CQC rating.</li> <li>• Ensure the clinical leads deliver and maintain key environmental and patient experience standards across the hospital .</li> <li>• Analyse outcomes with colleagues so that implications for further action are identified and actioned. Ensure audits are completed and positive action is taken .</li> <li>• To work with the governance team to investigate complaints and/or risks identified and ensure corrective and preventative actions are initiated. Utilise complaints as a resource from which to improve.</li> </ul> <p><b>Staff Management</b></p> <ul style="list-style-type: none"> <li>• Oversee timely and effective recruitment to reduce reliance on temporary staffing</li> <li>• Ensure all staff are up to date with mandatory training and appraisal .</li> <li>• Maintain cost effective and clinically appropriate staffing for all areas within Clinical Services through the appropriate use of rostering practices in relation to skill set and patient acuity ensuring delivery of safe care for all patients.</li> <li>• In conjunction with other senior management colleagues, develop strategies to minimise agency usage.</li> <li>• In partnership with the clinical leads, monitor staff performance and implement corrective action when required i.e. disciplinary procedures, sickness absence management, and grievance procedures.</li> <li>• Ensure that all staff uphold and promote Horder Healthcare 's values.</li> </ul> <p><b>Financial Responsibility</b></p> <ul style="list-style-type: none"> <li>• To contribute to the overall financial management of the hospital,</li> </ul> |
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|  | <p>budget limits and represent good value for money.</p> <ul style="list-style-type: none"> <li>• Plan and maintain departmental budgets monitoring constantly and taking corrective action as required to ensure that budgetary requirements are met.</li> <li>• Participate in the budget setting process co-ordinating the development of revenue and capital budgets and oversee the management of equipment replacement / renewals relevant to the clinical services of the hospital.</li> <li>• Ensure accurate data collection and clinical record keeping across all staff groups to support coding, billing, audit and data quality requirements.</li> <li>• Deliver potential cost and productivity benefits especially in relation to improved process and reduction of harm.</li> </ul>  |
| <b>Key Knowledge, Skills and Experience:</b> | <ul style="list-style-type: none"> <li>• Active NMC Registration</li> <li>• Degree Qualification or equivalent level highly desirable</li> <li>• Evidence of substantial post registration, continual professional development in management and clinically related and relevant subjects</li> <li>• Proven management and leadership skills</li> <li>• Proven track record of recent significant operational clinical management at a senior level in independent acute healthcare</li> <li>• Experience of successfully managing significant organisational change</li> <li>• The ability to build excellent relationships with internal customers (such as Consultants) and external bodies.</li> <li>• A thorough understanding of evidence-based practice and a track record of implementing these practices in a clinical setting.</li> <li>• Experience of advising and influencing senior managers and clinicians in relation to risk management and quality improvement.</li> <li>• Experience of complex budget management and evidence of working within financial limits.</li> <li>• In depth knowledge of the health care regulatory agenda and mechanisms including, but not limited to, CQC, safeguarding, Caldicott, data protection and CDAO regulations / legislation</li> </ul> |
| <b>Health and Safety:</b>                    | <p><b>The Health Act 2008</b><br/>Code of Practice for Prevention and Control of Healthcare Associated Infections:</p> <p>You'll carry out your duties in a way that maintains and promotes the principles and practice of infection prevention and control. You'll comply with national standards, policies, guidelines and procedures. If you need a few tips, speak with our Infection Control Specialist.</p> <p>For clinical colleagues with direct patient contact, this will include (but is not limited to):</p> <ul style="list-style-type: none"> <li>• compliance with clinical procedures and protocols, including</li> </ul>  |

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|                             | <p>uniform and dress code</p> <ul style="list-style-type: none"> <li>• the use of personal protective equipment</li> <li>• safe procedures for using aseptic techniques</li> <li>• safe disposal of sharps.</li> </ul> <p>Please take due care at work, reporting any accidents, incidents or near misses to your line manager and record them on the Datix system.</p>  |
| <b>Equal Opportunities</b>  | Horder Healthcare's Equal Opportunities Policy tells you all about our commitment to ensuring that no patient, colleague or prospective colleague is discriminated against, whether directly or indirectly on the grounds of: gender, sexual orientation, age, marital status, responsibility for dependants, disability, religion, creed, colour, race, nationality, ethnic or national origin, trade union activity, social background, health status, or is disadvantaged by conditions or requirements which cannot be shown as justifiable. |
| <b>Confidentiality</b>      | You will make sure that no confidential information is disclosed about Horder Healthcare or its associated companies (including information about patients and colleagues) to any unauthorised person.   |
| <b>Safeguarding</b>         | You will be aware of the key issues in safeguarding children and vulnerable adults from significant and serious harm. Reporting safeguarding concerns to appropriate professionals and recording incidents accurately.   |
| <b>People Managers</b>      | You have a responsibility to manage your team, ensuring safe staffing levels at all times. You should ensure all new team members are effectively inducted onto your department; making sure that mandatory training is complete and kept up to date. You should effectively manage your team members monitoring performance and absence, using the HR policies and procedures.  |
| <b>Review</b>               | <p>Whilst this role brief outlines the main duties of your role identified at the date of issue, you may be required to carry out additional tasks as requested by senior colleagues.</p> <p>Your role may be subject to amendments in the light of the changing needs of the business, and will be reviewed periodically, which we 'll discuss with you first.</p>  |
| <b>Role Brief Agreement</b> | <p>I have read this role brief and understand the contents of my day-to-day duties. I also understand that this role brief may change over time with the business needs of Horder Healthcare. I understand that the role brief will therefore be subject to periodic review.</p> <p><b>Colleague name:</b></p> <p><b>Colleague signature:</b></p> <p><b>Date:</b></p>  |

**Head of Clinical Services – Organisational Structure**

