1. JOB PURPOSE

The post holder will provide operational, professional and clinical leadership to an integrated team, ensuring that processes are in place to support the achievement of organisational goals, and ensure delivery of high standards of patient care.

An integral part of the role is to carry operational responsibility for the management of the virtual NHS 24 service in the Out of Hours (OOH) period in order to meet the needs of the population of Scotland on a 24 hours basis.

2. ORGANISATIONAL POSITION
3. **SCOPE AND RANGE**

NHS 24 is a patient focused 24 hour Nurse consultation telephone triage service, offering confidential clinical assessment, guidance and information on health and healthcare services, through a network of three leading edge contact centres.

Within the organisation there is 16.27 WTE (17 actual staff) Clinical Services Managers; 76.67 WTE (86 actual staff) Team Leaders; 185.57 WTE (341 actual staff) Nurse Practitioners (N/P); 11.57 WTE (19 actual staff) Nurse Advisors; 6.24 WTE (18 actual staff) Mental Health Practitioners; 14.77 WTE (21 actual staff) Health Information Advisors (HIA); 13.95 WTE (actual staff 16) Senior Call Handlers; and 274.71 WTE (487 actual staff) Call Handlers (CH).

- Each CSM is line manager and responsible for up to 6 dedicated Team Leaders with delegated accountability for performance management of their teams from the Associate Director of Nursing. Each Team Leader manages 12 - 16 staff (including N/A’s, HIA’s and C/H’s).

- The Clinical Services Manager will be expected to operate in an autonomous self-directed manner within the remit of identified areas of responsibility, reporting directly to the Associate Director of Operations and Nursing.

- Objectives will be set by the Associate Director of Operations and Nursing in conjunction with the post holder who will determine how these objectives will be achieved. These will be reviewed on a 6 monthly basis.

4. **MAIN DUTIES / RESPONSIBILITIES**

**Organisational**

- The post holder will undertake the role of the national Duty Clinical Services Manager (CSM) on a rotational basis (including an approximate 1:9 On Call commitment for the national service) and be responsible for overseeing the management and delivery of access to the virtual call handling, nurse consultation and health information service to the people of Scotland.

- The CSM will be the named senior nursing point of contact for a specific health board area. They will work closely with the identified Account Lead and the Account Management Team to maintain effective OOH Services with NHS 24 Partners e.g. Scottish Ambulance Service / Local Health Boards.

- The CSM will have advance knowledge of service requirements to be able to critically analyse events in order to inform future policy making for the organisation.

- The Clinical Services Manager will provide an operational / clinical input to the Development Team, whilst embarking on service / operational and clinical developments, and will be the operational link in managing day to day issues with the Partners.

- The post holder will ensure that clinical governance and operational efficiency of the service is achieved, and will lead the investigation of Patient/caller complaints and Significant Adverse Events, within the Clinical Governance framework, reporting findings to the Executive Team.

- The Clinical Services Manager will be responsible for the day to day operational management of the contact centre.
Clinical

- To ensure the provision of a service that is responsive to the needs of the patient, is clinically effective, and has clear health gain objectives and demonstrable quality standards in place.

- To participate and support the development, monitoring and evaluation of clinical standards in conjunction with the Nursing and Medical Directorate to ensure high quality patient care is delivered.

- Act as a clinical resource maintaining up to date and in-depth clinical knowledge and skills in critical thinking, clinical decision-making and differential diagnosis.

- Ensure all contact centre operational and clinical processes and procedures are defined, variations identified, implemented and reviewed.

- Participate and initiate nursing research and development contributing to the organisational Research and Development strategy.

Professional

- To be the single point of contact (SPOC) for all three Contact Centres in the OOH period and be answerable and accountable for decisions taken during the period on duty.

- To act as a knowledgeable and effective clinical and operational resource to frontline staff.

- To ensure mechanisms for clinical supervision exist in line with NHS 24 and professional body requirements, to enable the continuing development and education for staff.

- The CSM will comply with the Nursing & Midwifery Council (NMC) Codes of Conduct and Practice.

- The CSM is accountable and responsible to the Director of Nursing for ensuring that the Registered Nurses comply with the NMC ‘Fitness for Practice’ document, ensuring that the Team Leaders and Nurse Advisors are able to continually professionally develop within the contact centre environment, and that they are registered with the NMC professional regulation framework.

- The post holder will be required to work closely with the Senior Nurses in the Nursing Directorate and participate and contribute to the NHS 24 Nursing Strategy.

- The CSM will lead the investigation of complaints, in line with the NHS 24 complaints procedure, ensuring that mechanisms exist to instigate any necessary remedial action where professional issues are identified and escalate via the Associate Director of Nursing to the Director of Nursing.

- To instigate and facilitate clinical governance initiatives to ensure the development of evidence based practice at an operational and strategic development level.

- The Clinical Services Manager will actively participate in the recruitment process for new frontline staff selection at the assessment centres.

- In conjunction with the Nursing Directorate the post holder will be required to develop strategic professional relationships within their designated health board areas, particularly with the Directors of Nursing, within the acute and primary care settings, to facilitate partnership working and effective means of communication.
The post holder will be required to deputise for the Associate Director of Operations and Nursing as required.

Managerial

- The Clinical Services Manager will provide support to Team Leaders managing the service both locally and nationally (including resource management at a local level) on a shift by shift basis and strategically.

- To manage the national out of hours, and 24 hour service effectively and efficiently by leading, directing and supporting the Team Leaders who monitor and supervise the clinical resource management systems (which support NHS 24 operations), and ensuring that the Clinical and Operational processes are adhered to.

- To provide operational and clinical support and guidance for the Peak Volume Management Team (PVMT) Nurses, Pharmacists / Doctors who report directly to the Duty CSM.

- The Clinical Services Manager will ensure adherence to the attendance management process, ensuring the appropriate use of the Human Resources Advisor and Occupational Health service as necessary, and will undertake Disciplinary investigations as required.

- The post holder will effectively plan, develop and deliver a high quality and cost effective patient centred service within budget, and consistent with NHS 24’s corporate and strategic objectives.

- The Clinical Services Manager will inform the Associate Director of Operations and Nursing of the service needs, in relation to service development so that the financial resources are managed robustly, ensuring that the organisation operates within the allocated budget, and thus ensuring strict financial controls are in place. The Clinical Services Manager will also be involved in the preparation and consideration of business cases as required.

- The Clinical Services Manager will play a key role in ensuring that through performance management systems the organisational targets and goals are achieved.

- The Clinical Services Manager will be responsible for ensuring the Adverse Incident Management and Complaints policy are adhered to, whilst analysing complaints and clinical incidents, and also leading the investigation for significant adverse events within the organisation.

- The Clinical Services Manager will be responsible for ensuring implementation of learning from Adverse Events and Complaints action plans.

5. SYSTEMS AND EQUIPMENT

In order to manage the national out of hours, and 24 hour service effectively and efficiently by leading, directing and supporting the Team Leaders who monitor and supervise the clinical resource management systems (which support NHS24 operations) e.g. Symposium, Adastra, & PRM, and ensuring that the Clinical and Operational processes are adhered to, the CSM must have good competent working knowledge of all IT systems as listed below:-

- NHS CAS (NHS Clinical Assessment System - the Nursing staff use this computer system to support their assessment of patient’s symptoms).
- IT Hardware. Microsoft Office.
- PRM (Patient Relationship Management system)
- Adastra (for transfer of data to the OOH service)
- Symposium (for monitoring staff resource, and call volumes)
- Telephones and headsets
- Printers
6. DECISIONS AND JUDGEMENTS

- The post holder is expected to function with a high degree of independence, making clinical and professional autonomous decisions on a daily basis.

- Be able to respond to unpredictable situations e.g. System malfunction; by taking effective action and following processes, to minimise impact on patient care.

- The CSM interprets Symposium information, and taking all factors into account, using their judgement, makes the decision when the service requires to enter into Full National Call Back. They require to implement the necessary processes, and ensure swift timeous dissemination of information to all Contact centres.

- The Clinical Services Manager is vital in ensuring service co-ordination, whilst utilising their leadership and decision making skills, they can support their designated contact centre staff, and also facilitate effective communication throughout all the NHS 24 Contact Centres in Scotland in the 24 hours and OOH period.

- The CSM will manage designated Contact Centre staff ensuring that all issues pertaining to the management and facilitation of quality employee relations are effectively resolved through robust people management, and take a lead role in disciplinary / grievance procedures as required.

7. COMMUNICATIONS AND RELATIONSHIPS

- The Clinical Services Manager will report directly to the General Manager/ADON and complete verbal and written reports as required, highlighting areas of action, justification for actions taken and be able to present solutions.

- The CSM will direct, and liaise with the Central Resource Team (CRT), to effectively manage the staffing resource within budgetary restrictions, ensuring appropriate use of resources.

- They will provide support to Partners, maintaining good communications and regular contact on a two weekly basis.

- The Clinical Services Manager will work closely and communicate regularly with the Senior Nurses on the Nursing Directorate.

- The Clinical Services Manager will work with the Communication Team to ensure consistency and continuity of information to the population of Scotland.

- They will work with the Quality Team in the delivery of Partner feedback and be aware of any common themes in complaints and thus initiating corrective action for frontline staff.

- The Clinical Services Manager will promote a participative management style with excellent communication that encourages partnership working with all disciplines of staff.

There will be significant interaction within the contact centres, CRT, management HQ, and across the wider NHS community. Ongoing sustained interaction will be required with the designated operational and nursing teams, the medical teams and the HR teams within the designated contact centre and across the wider organisation.
8. PHYSICAL DEMANDS OF THE JOB

- The physical skills required for the CSM position, are mainly good keyboard skills – particularly with regard to speed and accuracy. E-mail is the most efficient way to non-verbally communicate within this geographically wide-spread organisation.

- Mainly working in a contact centre environment, which is air-conditioned and comfortable although there are frequent long periods of standing and walking around the clinical environment of the Contact Centre.

- Frequent interruptions occur during all aspects of work but particularly when concentrating on compiling the CSM report, e.g. telephone calls from other centres; Team Leaders requiring assistance with Symposium; and Partner queries. Each CSM is contactable at all times whilst on duty by mobile phone.

- Sleep disturbance can occur whilst on-call as the post holder will undertake the role of the national Duty CSM 1st On Call, on a rotational basis at approximately a ratio of 1:9 shifts, with an expectation to be called / disturbed in the overnight period.

- Prolonged time can often be spent within a car vehicle, with long travelling time throughout Scotland to attend Partner meetings.

9. MOST CHALLENGLING / DIFFICULT PARTS OF THE JOB

- Balancing long term strategic planning for the organisation with the short term operational management role, to ensure a robust, safe service is delivered.

- An integral part of the role is to carry operational responsibility for the management of the virtual NHS 24 service in the Out of Hours period and 24 hour period in order to provide a safe clinical service that meets the needs of the Scottish population.

- Considerable emotional effort is required whilst undertaking some potentially difficult clinical duties e.g. dealing with angry verbal complainants, and staff counselling – particularly related to the investigation of significant adverse events. Staff disciplinary procedures can also be challenging, and emotionally demanding.

- Overall, the CSM is aware that in a high pressure environment there is the necessity of exposure to challenging behaviour from frontline staff in reaction to stress and thereafter it is essential to be able to maintain equilibrium of control, in order to alleviate the situation.

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

QUALIFICATIONS AND EXPERIENCE

- Formal registration with a professional body e.g. NMC registration for Registered General Nurse.
- A first degree and or evidence of post graduate qualification, or equivalent vocational experience equating to a minimum of 5 years senior management experience within a clinical environment.
- Evidence of continued professional development.
• Strong professional leadership qualities and innovative development of clinical practice, evidenced by CPD and References.

PERSONAL QUALITIES REQUIRED FOR THE JOB

• Strong professional and clinical leadership skills
• Assertive
• Critical Thinker
• Good negotiation skills
• Excellent communication and people management skills
• Innovative
• Team player

PRINCIPLE RESPONSIBILITIES

The key responsibilities outlined above are not intended to be exhaustive. The post holder will be required to adapt and be flexible as the organisation develops and progresses.

11. JOB DESCRIPTION AGREEMENT

Job Holder’s Signature:

Head of Department Signature:

Date:

Date: