

JOB DESCRIPTION AND PERSON SPECIFICATION

1. JOB DETAILS

Job Title: Clinical Service Manager - Occupational Therapy/Physiotherapy

Reports to: General Manager / Head of Professions

Accountable to: General Manager / Head of Professions

Band: 8a

Unit/Department: Occupational Therapy/Physiotherapy

Clinical Service Unit: Adult Therapies

Location¹: Leeds Teaching Hospitals NHS Trust

AfC Job No: 2204a

JOB SUMMARY

To provide clinical, professional and operational leadership for a specific team within the service. Ensuring a high quality, safe, efficient and effective service for the clinical specialty. This team will consist of the multiple professions that make up this specialist team, providing services across a number of Clinical Service Units (CSU).

The job holder will be a senior member of the profession's management team.

2. JOB PURPOSE

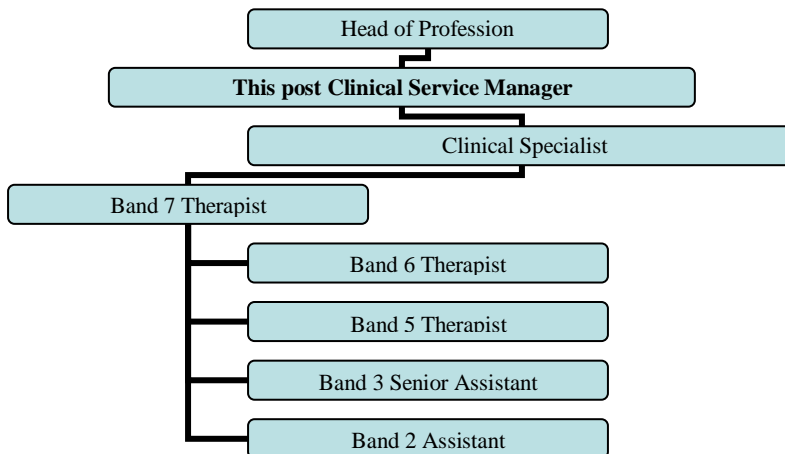
- 2.1 To be accountable as the line manager for the team, for the effective and efficient delivery of the service and its associated specialist clinical areas.
- 2.2 The post holder will have delegated budget responsibility for the team.
- 2.3 The post holder will play a key role in policy and service development and lead on its implementation for the team, working with other health professionals to ensure achievement of the trust's objectives.
- 2.4 To take a lead role in the advanced assessment, diagnosis and treatment of a complex caseload within a specialist area using advanced therapeutic skills and maintaining records as an autonomous practitioner..
- 2.5 To act as a source of expertise and advice leading on clinical governance and quality assurance within the team.
- 2.6 To provide clinical leadership to staff within the team and act as a source of clinical expertise, providing highly specialist support to other clinicians and healthcare professionals.

¹ The Trust reserves the right to require employees to work either temporarily or permanently at or from any other of the Trust's establishments at any time

3. JOB DIMENSIONS

- 3.1 To be responsible for the operational planning ensuring the appropriate skill mix and its deployment within and across the specialist team on a day to day basis.
- 3.2 To provide rationale for ensuring the appropriate long term skill mix within the team, working with the Head of Profession to review and re-profile the staffing establishment, in order to respond to the changing needs and demands of the various clinical specialities.
- 3.3 To actively contribute to the development of business cases working in close collaboration with members of the CSU, Head of Profession and business manager to enable the ongoing development of the service.
- 3.4 Contribute to the strategic planning and service development of the specialist team and wider department.
- 3.5 The post holder will be responsible for managing their individual workload alongside maintaining an overview of service delivery to the specialist areas.
- 3.6. The post holder will delegate responsibility as appropriate to the clinical lead for each of the specialist areas within their team, providing appropriate support to registered therapists, support staff and students.

4. ORGANISATIONAL CHART



5. KNOWLEDGE, SKILLS AND EXPERIENCE REQUIRED

5.1 Qualifications

- 5.1.1 Degree/post graduate diploma or equivalent
- 5.1.2 Attendance on relevant specialist accredited postgraduate courses at Master's level or equivalent
- 5.1.3 Registration with the Health and Social Care Professions Council

5.2 Experience

- 5.2.1 Significant experience working at a senior level (Band 7) in a specialist clinical area.
- 5.2.2 Research, clinical audit and standard setting
- 5.2.3 Working with a wide range of senior professionals including medical, nursing, therapy and management colleagues
- 5.2.4 Management and leadership of a diverse team.
- 5.2.5 Professional practice educator

5.3 Skills

- 5.3.1 Ability to communicate effectively within both unit and multi professional teams
- 5.3.2 Ability to make decisions, prioritises, organise, allocate and delegate work appropriately
- 5.3.3 Ability to teach, supervise and assess qualified, unqualified staff and students
- 5.3.4 Managerial and clinical leadership
- 5.3.5 Change management skills
- 5.3.6 Budget interpretation

5.4 Knowledge

- 5.4.1 Advanced knowledge of pathophysiology and issues pertaining to the client group
- 5.4.2 Comprehensive understanding of current professional issues and those influencing the NHS
- 5.4.3 Standards of professional practice
- 5.4.4 Health Service Management Strategies e.g. human resources

5.5 Personal Attributes

- 5.5.1 Professional and patient focused
- 5.5.2 Flexible, adaptable, capable of lateral thinking
- 5.5.3 Excellent interpersonal skills
- 5.5.4 Ability to work independently or as part of a team

6. THE LEEDS WAY VALUES

Our values are part of what make us different from other trusts, so we see this as strength, as well as a responsibility. They have been developed by our staff and set out what they see as important to how we work. Our five values are:

- Patient-centered
- Collaborative
- Fair
- Accountable
- Empowered

All our actions and endeavours will be guided and evaluated through these values

- 6.1 Committed to delivering a high quality evidence based service
- 6.2 Committed to the clinical area, valuing the contribution of all team members and encouraging a positive and creative working environment
- 6.3 Committed to own development and the development of the team and the profession
- 6.4 To act as a professional role model for other team members

7. WEST YORKSHIRE ASSOCIATION ACUTE TRUSTS (WYAAT)

Leeds Teaching Hospitals NHS Trust is part of the West Yorkshire Association of Acute Trusts (WYAAT), a collaborative of the NHS hospital trusts from across West Yorkshire and Harrogate working together to provide the best possible care for our patients.

By bringing together the wide range of skills and expertise across West Yorkshire and Harrogate we are working differently, innovating and driving forward change to deliver the highest quality care. By working for Leeds Teaching Hospitals NHS Trust this is your opportunity to be a part of that change.

WYAAT is the acute sector arm of the West Yorkshire and Harrogate Health and Care Partnership, one of the largest integrated care systems in the country. The Partnership's ambition is for everyone to have the best possible health and wellbeing, and the work of WYAAT, and each individual trust, supports that ambition.

8. CORE BEHAVIOURS AND SKILLS

- 7.1 People management
- 7.2 Teaching skills with the ability to use various media
- 7.3 Communication skills and Time management skills
- 7.4 Team player
- 7.5 Professional approach
- 7.6 Research conscious
- 7.7 Established clinical expertise
- 7.8 Change management skills
- 7.9 Demonstrates resilience

9. CORE KNOWLEDGE AND UNDERSTANDING

- 8.1 An understanding of the organisational structure and working practices of this organisation to facilitate the provision of high quality care to the specialist areas
- 8.2 To have a working knowledge of general health, organisational and occupational policies e.g. those set by the professional bodies, the Health and Care Professions Council and National Institute for Clinical Excellence
- 8.3 To interpret and advise on national strategies and professional policies for the specialist area/team and the impact of these on the delivery of professional specific practice. e.g. NICE guidelines, NSFs, professional standards
- 8.4 To initiate local implementation of national strategies and professional policies across the team and wider service where necessary
- 8.5 To ensure that there is support for evaluation of strategy and policy within the framework of clinical governance including clinical effectiveness, evidence based healthcare, managing clinical risk and development issues, using national benchmarks where appropriate

9. PRINCIPAL DUTIES & AREAS OF RESPONSIBILITY

9.1 Professional and Managerial

- 9.1.1 To be responsible for the day to day management and deployment of a team of staff and to develop the operational management of the specialist team
- 9.1.2 To communicate effectively and work collaboratively with senior medical, nursing and therapy colleagues to ensure delivery of a co-ordinated multidisciplinary service
- 9.1.3 To develop and maintain effective professional and management communication structures internally and externally to the trust regarding service delivery/development and professional issues
- 9.1.4 To use effective interpersonal, negotiation and persuasive skills to communicate highly complex service related information to senior managers, team members and colleagues where cooperation is required. This will involve communicating directly with individuals and also large groups in a variety of environments and settings
- 9.1.5 To interpret and analyse complex clinical and non-clinical facts relating to the specialist area and operational issues where you will be required to contribute to its management
- 9.1.6 To be responsible and lead on the team's compliance with clinical governance, risk management and safeguarding. Contributing to the Trust's directorates, clinical governance and quality assurance programmes
- 9.1.7 To undertake the measurement and evaluation of your **own** and your teams work and current practices through the use of projects, audit and outcome measures either individually or as part of a research team. Facilitate changes to practice that may impact on service delivery underpinned by Leeds Improvement Method and lean thinking.
- 9.1.8 To undertake the collection of data for use in service audit and research projects
- 9.1.9 Support the review, update, development and implementation of policies, procedures and guidelines within the specialist team
- 9.1.10 To be responsible for the team's annual staff appraisal programme and to ensure all staff have personal development plans
- 9.1.11 To be directly responsible for the supervision and development of the specialty clinical leads

- 9.1.12 To initiate and enact Trust procedures e.g. disciplinary, grievance, attendance management, capability, maternity leave, complaints procedures
- 9.1.13 To be responsible for staff recruitment and selection including presence on interview panels and for development and retention of staff
- 9.1.14 To participate in working parties as the professional representative developing policies and services which will impact on staff and service users e.g. Trust wide committees/working parties, directorate meetings and other multi- disciplinary and multi - agency forums
- 9.1.15 To investigate and resolve complaints relating to own service. To defuse potentially hostile and antagonistic situations with patients, relatives and staff
- 9.1.16 To be responsible for maintaining own competency to practice through Continued Professional Development activities and maintain a portfolio which reflects your own personal development
- 9.1.17 Deputise for the Head of Profession in their absence, taking responsibility for the operational management of the Trust wide service ensuring service priorities are met when requested.

9.2 Clinical

- 9.2.1 To be professional, legally responsible and accountable for all aspects of your own work including the management of patients in your care undertaking clinical duties as an autonomous practitioner
- 9.2.2 To undertake the comprehensive assessment of patients in a specialist area, including those with the most diverse and complex presentation. This will necessitate the use of advanced clinical reasoning, investigative and analytical skills to formulate an accurate diagnosis often in situations where conflicting evidence is present e.g. where patient symptoms conflict with test results
- 9.2.3 To interpret and analyse complex clinical and non-clinical facts to form accurate diagnosis, prognoses and treatment of a wide range of conditions, to recommend/deliver the best course of intervention including the development of comprehensive packages of care including discharge planning
- 9.2.4 Formulate and deliver specialised treatment based on an advanced knowledge of evidence based practice and treatment options using clinical assessment, reasoning skills and knowledge of treatment skills e.g. manual physiotherapy techniques, injection therapy, patient education, therapeutic splinting and activity analysis
- 9.2.5 To demonstrate highly developed dexterity, co-ordination and placatory skills in the assessment and manual treatment of patients
- 9.2.6 To develop and deliver the profession specific element of the rehabilitation programme and on occasion to deliver some of the elements normally undertaken by other members of the multi disciplinary team
- 9.2.7 To lead service user involvement within the specialist team to inform service planning, development and delivery e.g. patient surveys, evaluation and implementation of findings
- 9.2.8 Use a range of verbal and non-verbal communication tools to communicate effectively complex and sensitive information, frequently including unwelcome news regarding prognosis, with patients, carers and other staff to progress treatment and rehabilitation programmes. This may include information about long term/permanent disability and will require highly developed counselling or educational skills. Patients may have difficulties in understanding and/or communicating e.g. non English speaking patients, use of interpreters

- 9.2.9 To be able to deal effectively with hostile, antagonistic or emotional situations with staff, patients or relatives using highly developed negotiation, persuasive and interpersonal skills
- 9.2.10 Represent the specialist area and /or individual patients at the multi-disciplinary team meetings, to ensure the delivery of a co-ordinated multidisciplinary service. This will include discussion of patient care, patient progress and involvement in comprehensive discharge planning
- 9.2.11 May be required to represent the trust externally regarding the profession specific services provided to a group of patients
- 9.2.12 To be involved if required within their service in triaging waiting lists, attending AHP led clinics and leading the professions and team specific input at specialist management clinics
- 9.2.13 Using advanced theoretical and practical knowledge to refer on to other health disciplines as appropriate, in particular for further treatment / intervention or specialist consultant opinions
- 9.2.14 To use excellent prioritising and time management skills to meet the unpredictable and conflicting needs of the service

9.3 Organisational

- 9.3.1 To be responsible for the operational planning and development of the specialist team and work with the other clinical managers and Head of Profession to contribute to the strategic, business and workforce planning of the overall service
- 9.3.2 To lead the specialist team and to plan and organise efficient and effective service provision to the specialist areas
- 9.3.3 To be the nominated budget holder for a specific team of designated clinical and administrative staff
- 9.3.4 To decide the priorities for own work and those of the team depending on operational requirements
- 9.3.5 To maintain accurate, comprehensive and up-to-date documentation, in line with legal and departmental requirements, and communicate assessment and treatment results to the appropriate disciplines in the form of verbal/written reports/letters
- 9.3.6 To be aware of the Health and Safety at Work Act and implement any policies, which may be required to improve the management of clinical risk in the work areas, including prompt recording and reporting of accidents and ensuring the safe use of equipment
- 9.3.7 To undertake any other duties that might be considered appropriate by the Head of Profession

9.4 Education and Training

- 9.4.1 To clearly convey complex information through spontaneous and planned advice, teaching and instruction to relatives, carers and other professionals, to promote understanding of the aims of the profession and to ensure a consistent approach to patient care
- 9.4.2 To oversee the training for qualified and unqualified staff and students within the team, to ensure competence in carrying out their clinical duties
- 9.4.3 To train, supervise and performance manage staff both qualified and unqualified

- 9.4.4 To provide support, guidance and training to the team, assessing and evaluating competence. To provide specialist advice to their colleagues working within other clinical areas
- 9.4.5 To provide specialist, teaching and training to various healthcare professionals regarding the profession specific management of patients

Health and Safety/Risk Management

All staff are responsible for working with their colleagues to maintain and improve the quality of services provided to our patients and other service users. This includes complying at all times with the Leeds Teaching Hospitals NHS Trust Policies, including Health and Safety policies, in particular by following agreed safe working procedures, and reporting incidents using the Trust Incident Reporting system.

Infection Control

The jobholder must comply at all times with the Leeds Teaching Hospitals NHS Trust Infection Control policies, in particular by practising Universal Infection Control Precautions. Hand hygiene must be performed before and after contact with patients and their environment.

Equality and Diversity

The jobholder must comply with all policies and procedures designed to ensure equality of employment and that services are delivered in ways that meet the individual needs of patients and their families. No person whether they are staff, patient or visitor should receive less favourable treatment because of their gender, ethnic origin, age, disability, sexual orientation, religion etc.

Patient and Public Involvement

The Trust has a statutory duty to involve patients and public in evaluating and planning services. All staff has a responsibility to listen to the views of patients and to contribute to service improvements based on patient feedback.

Training and Personal Development – Continuous Professional Development

The jobholder must take responsibility in agreement with his/her line manager for his/her own personal development by ensuring that Continuous Professional Development remains a priority. The jobholder will undertake all mandatory training required for the role.

Respect for Patient Confidentiality

The jobholder should respect patient confidentiality at all times and not divulge patient information unless sanctioned by the requirements of the role.

10. COMMUNICATION & WORKING RELATIONSHIPS

10.1 Internal

- 10.1.1 Head of Professions
- 10.1.2 General Manager
- 10.1.3 All grades of profession specific staff
- 10.1.4 Medical, nursing and AHP colleagues
- 10.1.5 Senior Managers
- 10.1.6 Support services e.g. Human resources

10.2 External

- 10.2.1 Undergraduate students
- 10.2.2 Colleagues employed by other agencies – Health Service, Social Services & Education

11. SPECIAL WORKING CONDITIONS

- i) **Physical Effort:** There is an occasional requirement to undertake moderate physical activity lasting approximately 30 – 60 minutes e.g. treatment sessions involving passive movements of limbs and transferring of patients
Therapeutic treatment sessions will require the post holder to undertake moving and handling tasks with patients where mechanical aids are not practical or appropriate
 - ii) **Mental Effort:-** To work in an environment where the work pattern may be disrupted by frequent demands from patients, clinical staff, students and administrative staff and any emergency situations arising, which requires frequent re- evaluation and re prioritising of the working day
iii) **Emotional Effort:-**
This post involves occasional exposure to verbal and physical aggression
The post involves working in stressful situations on a frequent basis e.g. imparting unwelcome prognosis and rehabilitation outcomes to patients and their carers.
The post involves handling challenging situations with staff, patients and relatives requiring a high level of interpersonal skills to convey sensitive and unwelcome outcomes e.g. complaints, staff attendance and disciplinary management
 - iv) **Working Conditions:-**The job involves exposure to unpleasant working conditions on an occasional basis including direct contact with bodily fluids
- 11.8 There will be a requirement for the post holder to travel between sites within The Leeds Teaching Hospitals in order to best meet the needs of the service. The post holder may be based on more than one site to carry out their duties

12. JOB DESCRIPTION AGREEMENT

Jobholder's Signature: **Date:**.....

Head of Department's Signature: **Date:**.....

Head of Department's Name and Job Title:

.....

Staff side representative's signature (where appropriate):

Date:

13. JOB MATCHING PROCESS

Line Manager (to be contacted by the matching panel if required):

Name: (*print*)..... Job Title:

Tel No/Ext: Mobile/Bleep No:

Post-holder representing this staff group (if more than one post-holder in the job):

Name: (*print*)..... Ext/Contact no:

NB: These individuals may be called upon by the matching panel to provide additional information regarding the post.

Person Specification

Post Title	Clinical Service Manager - Occupational Therapy/Physiotherapy 2204a
Band	8a
Department	Occupational Therapy/Physiotherapy
Clinical Service Unit	Adult Therapy
Summary of Role	The post holder will provide clinical, professional and operational leadership for a specific team within the service.. This team will consist of multiple professions, providing services across a number of Clinical Service Units (CSU).

Criteria:	Essential	Desirable	Evidence obtained from:
Qualifications:	Degree in relevant profession HCPC registration Evidence of Post graduate level study in specialty to Masters level or equivalent experience	Management courses e.g. leadership Professional practice educator (Apple/Ace level)	Application form and interview Documentation
Training:	Demonstrate continued professional development Evidence of post graduate attendance on relevant courses and up to date clinical skills In house leadership modules and/or appropriate leadership courses Presentation skills		Application form and interview CPD Portfolio
Special Knowledge including experience:	Significant post graduate experience including working at Band 7 level within a specialist clinical area. Experience in the clinical speciality or other relevant clinical area within the scope of this post's team	Involvement in establishing a new service Diverse team leadership	Application form and interview Interview

Criteria:	Essential	Desirable	Evidence obtained from:
	<p>management requirement.</p> <p>Experience of working with people with multi-pathology</p> <p>Clinical/Team leadership</p> <p>Teaching</p> <p>Working with a wide range of professionals and health care managers</p> <p>Managing change and service improvement</p> <p>Research, clinical/service audit, standard setting and monitoring</p> <p>NHS political awareness</p> <p>Awareness of relevant government initiatives/legislation and professional standards/guidelines</p> <p>Awareness of the implications of clinical governance and evidence of implementation within clinical practice.</p> <p>Advanced understanding of functional implications of illness and disability in the clinical speciality</p> <p>Advanced level of clinical knowledge in specific speciality and clinical reasoning</p>	<p>Modernisation agenda</p> <p>Performance management</p> <p>Project management</p> <p>Complaints management</p> <p>Quality Improvement</p> <p>Financial monitoring</p> <p>Leeds Improvement Method / Lean Methodology experience</p>	
Behaviours:	<p>Able to take responsibility for self and others</p> <p>Able to take responsibility for local service delivery</p> <p>Able to motivate and encourage self and others</p>	Portfolio of evidence of CPD	Interview

Criteria:	Essential	Desirable	Evidence obtained from:
	<p>Able to use a range of approaches to move a situation on</p> <p>Take actions that leads to service improvements</p> <p>Ensures that processes are in place to support others in achieving standards and to learn from their mistakes or failures</p> <p>Able to promote visions for the future in relation to service improvements and modernisation</p> <p>To act as a professional role model for others</p> <p>Enables others to develop</p> <p>Able to promote the profession</p> <p>Innovative and willing to exchange, develop and implement ideas</p> <p>Able to manage own emotions and pressures when necessary</p> <p>Recognises others anxieties and problems and encourages them to find ways of dealing constructively with their stress</p> <p>Mature and adaptable</p> <p>Team worker</p>		
Practical Skills:	<p>Advanced Supervision skills</p> <p>Advanced problem solving skills</p> <p>Advanced analytical and clinical reasoning</p> <p>Presentation skills</p> <p>Excellent written, verbal and</p>		Interview

Criteria:	Essential	Desirable	Evidence obtained from:
	<p>interpersonal skills</p> <p>Leadership skills</p> <p>Organisational and time management skills</p> <p>Able to teach and motivate others</p> <p>Able to work effectively in a stressful environment</p> <p>Moving and handling of patients and equipment is a requirement of this post</p> <p>Good computer keyboard skills</p>		
Other Requirements:	<p>Participate in ongoing professional development</p> <p>Able to fulfil occupational health requirements for the post (with reasonable adjustments if necessary), including clearance on blood borne viruses in compliance with Trust policy</p> <p>Involvement in specialist sections and other regional and national networks</p>	Ability to work flexible hours on request	Occupational Health Screening