

## Service Line Manager

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**Department:** Health & Community Services

**Section:** Care Group

**Reports to:** General Manager

**JE Ref:** HCS1159

**Grade:** CS10

**JE Date:** 25/10/2022

### Job purpose

The purpose of the SLM is to support the General Manager and the Care Group triumvirate to ensure that both strategic and operational demands of the Care Group are met.

The SLM role is accountable to the General Manager in supporting the delivery of clinical services within and across the Care Group, for assessing the impact of change and making decisions, balancing risks and priorities, and for providing advice to the General Manager and the Care Group Management Team.

The post holder will support the triumvirate with the development and delivery of a strategic vision and ensure service changes meet internal and external expectations and standards.

The post holder will support implementation of and the managing of systems and processes to ensure that all services are delivered in accordance with HCS policies.

The post holder will support the delivery of effective patient flow and waiting times across the Care Group.

The post has direct line management and operational responsibility for a small team (approx. 1-5) Business Support Officers and the delivery and performance management of those staff.

*This is a generic job description. Additional specific responsibilities and requirements depending on specialty will be confirmed during the appointment and induction processes.*

### Job specific outcomes

Whilst working under the direction of the General Manager, the post holder is required to support the overall management of the various services within the care group.

As a Service Line Manager, the post holder will be the first point of call for advice and support for our operational/administration teams. You will be required to effectively manage the team and any performance concerns, whilst encouraging them to perform at their highest level achievable.

Understanding the teams' challenges is essential and you will work closely with them to help them achieve and progress with service improvements as well as assist with day-to-day challenges.

You will lead by example in line with the organisations values, policies and procedures and demonstrate your can-do approach with all tasks that you complete.

The post holder will be the main driver of standards within the service and are required to ensure that any KPI's are met, and working with the governance facilitators and leads, that audits and patient experience feedback is completed, ensuring that services are successful and efficient with patient safety and quality at the heart.

All support and management should be focused and in line with the current HCS values and work towards the strategic goals of the Care Group.

The Service Line Manager (SLM) will have regular contact with a diverse range of multidisciplinary team members including Chief of Service, Clinical Leads, Consultants, Junior Medical Staff, Midwives, Nursing Staff, General Managers, Assistant General Managers, Allied Health Professionals, Professional and Technical Staff, Administrative and Clerical Support Staff within the Care Group and across the organisation.

## **1. Duties and Responsibilities**

### **Operational Performance Management**

- Exercise delegated authority from GM and CL for co-creation and implementation of performance management frameworks and resolution of day-to-day management issues within the Care Group.
- Assist the General Manager to hold Lead Clinicians, to account for delivery of their objectives through regular performance review meetings.
- Identify early need for remedial action plans, escalating where performance targets are not met.
- Support co-ordinating and obtaining key metric data ensuring that it is available in the Care Group to monitor and manage performance.
- Provide appropriate input and challenge to clinical and business plans where necessary to ensure high quality performance and key targets are achieved.
- Support the senior leadership within the Care Group to ensure effective support services are in place for all clinical areas.
- Assist the GM in ensuring facilities and other resources are available to meet service needs, including space and equipment requirements.
- Manage the analysis of data so that the Management team has access to timely and accurate information on all key performance indicators.
- Support the development of reporting processes from relevant information systems and integrating them into the performance management function.
- In conjunction with the General Manager, analyse service data to monitor referral rates and identify changes or likely changes to this practice that may impact on the specialities services.

- Build effective networks with other departments, working in collaboration to support efficient patient flow.

### **Management and Leadership**

- Leadership of the operational/administrative workforce.
- Assist with development of workforce plans which anticipate service changes and developments and which address recruitment, retention and workforce supply issues to minimise the impact of these on service delivery
- Work with a multi-disciplinary team to identify requirements for posts and sources of funding and to make decisions regarding funding.
- Full line management responsibilities including recruitment, induction, appraisal, development and retention of care group administration staff as well as managing sickness and absence, disciplinary and performance issues that may arise.
- Responsible for developing and motivating staff through effective personal leadership, ensuring views and decisions are communicated both up and down the management structure.
- Supporting GMs to implement and monitor compliance within HCS staff management policies and procedures and take remedial action with accountable managers where shortfalls occur.

### **Quality, Risk and Governance**

- Assist with the delivery of governance processes for the Care Group.

### **Financial Management**

- Support GM in reporting on budget positions across the Care Group. To support the GM to discharge his or her accountability for ensuring internal and external financial targets are achieved.
- Assist GM in managing resource utilisation and expenditure against control totals.

### **Strategy, Change and Service Improvement**

- Support the SLT with internal strategic planning and project management.
- Support the GM, AMD, Clinical Leads in identifying both new opportunities for the individual services within the Care Group arising from changes in the external environment or internal innovation and potential threats and ways to respond to them.
- Support GM with communication around strategic development in the Care Group.
- Identify and escalate, addressing issues which are significant within and across the Care Group to the GM.
- Identify opportunities for service redesign, focusing on a patient centred approach to delivery; work to develop and lead plans to improve and develop services.
- Participate in HCS wide programmes that contribute to the modernisation of patient services.

**Statutory responsibilities**

Active engagement, participation, and compliance with any other statutory responsibilities applicable to the role, as amended from time to time.

This role is politically restricted. The jobholder is not permitted to undertake political activity involving standing for election to the States or as a Parish Constable, or publicly supporting someone who is standing for election or playing a public part in any political manner.

**Services (TIER 1,2 and 3 jobs only-DELETE if not applicable)**

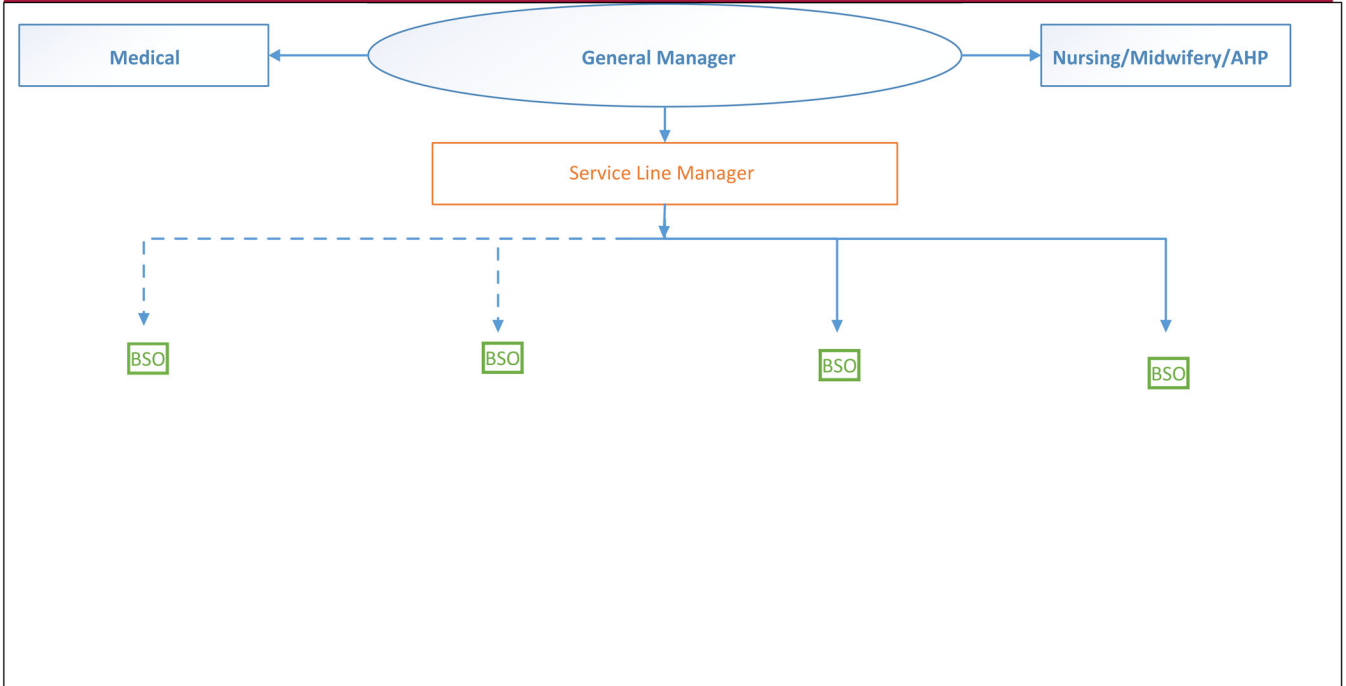
The SLM will support those specialities within their Care Group.

**Organisational structure**

**One Government Departments**



### Organisation chart



## Person Specification

### Specific to the role

ATTRIBUTES	ESSENTIAL	DESIRABLE
<p><b>Qualifications</b> <i>Please state the level of education and professional qualifications and / or specific occupational training required.</i></p>	<ul style="list-style-type: none"> <li>• Educated to undergraduate degree level or equivalent experience.</li> <li>• A commitment to undertake continual personal development.</li> </ul>	<ul style="list-style-type: none"> <li>• Prince 2 qualification or equivalent experience</li> <li>• Understanding of lean methodology</li> <li>• Management Qualification</li> </ul>
<p><b>Knowledge</b> <i>This relates to the level and breadth of practical knowledge <b>required</b> to do the job (e.g. the understanding of a defined system, practice, method or procedure).</i></p>	<ul style="list-style-type: none"> <li>• Highly developed proven knowledge &amp; proven evidence based demonstrable experience in delivering against a range of performance targets.</li> <li>• Demonstrable experience of operational management within a complex organisation.</li> <li>• Demonstrable track record of delivering targets and improving services.</li> </ul>	<ul style="list-style-type: none"> <li>• Proven management skills including effective people management.</li> <li>• Demonstrable experience of change management including service redesigns techniques.</li> </ul>
<p><b>Technical / Work-based Skills</b> <i>This relates to the skills specific to the job, e.g. language fluency, vehicle license etc.</i></p>	<ul style="list-style-type: none"> <li>• Experience of managing a high performing and successful team.</li> <li>• IT literate with experience using MS Office packages.</li> </ul>	
<p><b>General Skills/Attributes</b> <i>This relates to more general characteristics required to do the job effectively, e.g. effective written</i></p>	<ul style="list-style-type: none"> <li>• Excellent communication skills.</li> </ul>	<ul style="list-style-type: none"> <li>• Ability to interpret corporate strategic objectives within the Care Group setting.</li> </ul>

<p><i>communication skills, ability to delegate, motivation or commitment etc.</i></p>	<ul style="list-style-type: none"> <li>• Ability to present written information in a concise format.</li> <li>• Good IT skills.</li> <li>• Strong planning and organisational skills.</li> <li>• Self-motivated.</li> <li>• Initiative and ability to work with minimum supervision.</li> <li>• Exemplary personal standards of conduct and behaviour.</li> </ul>	<ul style="list-style-type: none"> <li>• Ability to understand, interpret and present complex data.</li> <li>• Good analytical and reasoning skills.</li> <li>• Effective negotiating and influencing skills.</li> <li>• Ability to understand and drive service redesign</li> </ul>
<p><b>Experience</b> <i>This is the proven record of experience and achievement in a field, profession or specialism. This could include a minimum period of experience in a defined area of work if required by an external body (for example a period of post-qualification experience).</i></p>	<ul style="list-style-type: none"> <li>• Personal credibility, with the ability to quickly gain the confidence of others including clinicians, managers, staff and users of service.</li> <li>• Inspires others and leads by example.</li> <li>• Ability to work with complex teams.</li> <li>• Able to work in a busy environment and to tight deadlines.</li> <li>• Able to facilitate change and make things happen.</li> </ul>	

**Personal Attributes**

Appointees to this role will be required to adhere to and perform their duties in line with the standards identified in the States of Jersey tier 6 core accountabilities attributes and behaviour indicators.