



**University Hospitals  
of North Midlands**

**NHS Trust**

# Job Description and Person Specification

**PROUD  
TO  
CARE**

## Values & Promises

We have four core values and promises that were co-created by our staff, patients and carers.



### Together

- We are a Team – I will be considerate, help others to achieve our goals and support others to make positive changes.
- We are Appreciative – I will acknowledge and thank people for their efforts and contributions.
- We are Inclusive – I will be open and honest, welcome people's views and opinions and involve people in decisions that affect them.



### Compassion

- We are Supportive – I will be empathetic and reassuring. I will support and encourage people when they need it
- We are Respectful – I will treat people fairly, with respect and dignity, protect their privacy and help them to feel comfortable.
- We are Friendly – I will be welcoming and approachable. I will make eye contact, say hello and introduce myself #hellomyname is.



### Safe

- We Communicate Well – I will explain clearly, share relevant and timely information and keep people updated.
- We are Organised – I will plan ahead, manage my time well and be prompt in what I do.
- We Speak Up – I will contribute to ensuring healthy and constructive feedback for all so we can feel safe to challenge inappropriate care and behaviour and promote our values.



### Improving

- We Listen – I will welcome people's views and ideas, invite people to ask questions and share their opinions and respond to what I hear.
- We Learn – I will share best practice, celebrate good performance and support others to use their skills, learn and grow.
- We Take Responsibility – I will have a positive attitude, act and encourage people to take the initiative and make improvements.

**Division: Central Functions**

**Job Title: Clinical Site Manager**

**Band: 8A**

**Location: UHNM/ Cross site**

**Hours: 37.5 Hours**

**Accountable to: Head of Nursing for Site Operations**

**Role Summary**

To proactively manage the Trust operational bed capacity, ensuring that safe and effective decision making occurs across all specialties to streamline the patient journey at the point of admission, transfer and discharge.

To provide real time capacity information to internal and external stakeholders through the provision of accurate reporting including situation reporting and escalation management systems.

To Lead the Corporate Site Meetings, ensuring situation reports are accurately completed and plans agreed for discussion and enactment.

To ensure Trust operational and escalation policies are followed with regard to Site Management and Operational Flow and in response to pan site incidents and escalations, this includes on site responder supporting the emergency teams for fire, security and serious adverse incidents.

To maintain proactive, concise, accurate and timely communications to all Trust stakeholders to support planned and urgent care capacity plans.

To be accountable for the implementation, monitoring and reporting of improvement plans designed to deliver the improved quality and effectiveness of our planned and elective access pathways.

Site and Capacity Managers are expected to work for the clinical and business success of the Central Operations Function with regard to pathways and operational bed management and to contribute to the corporate objectives and values of the Trust with regard to patient care, quality of service and access standards.

To be accountable for the daily management of the site operational team.

The post holder will be working as the Site Clinical Lead out of hours and the nature of the work involves making timely decisions in concert with clinical teams and working within a busy operational environment.

**Key Areas/Tasks:**

- To co-ordinate and manage the site with reference to the management of urgent and elective admissions, trolley waits and total wait times in accordance with Trust clinical model and associated care and access standards.
- To Lead the Corporate Site Meetings, ensuring situation reports are accurately completed and plans agreed for discussion and enactment.
- To draft accurate situation reports that inform decisions on the numbers of patients to be admitted, deferred or cancelled in order to manage flow through the hospital in accordance with the Trust clinical model and associated care and access standards.
- To triage all requests to the on-call managers and decide whether on-call personnel need to be involved in accordance with the Site Operational Policy and Trust Escalation Policy.
- To provide the day-to-day operational oversight and direction to the Medical Flow and Administration workforce during the period of the shift.

- Report and document sickness and absence of the Site Management Team raised during the shift worked, ensuring appropriate action is taken with the Trust's Policy and guidelines to cover the shift and notify the delegated roster managers accordingly.
- To continually assess the current Trust capacity situation and make decisions in conjunction with senior colleagues regarding appropriate patient placement in accordance with Trust policies.
- In liaison with the Divisions/Silver/Gold, to make decisions regarding the safe placement of patients in newly opened/escalation areas, ensuring adequate medial/nursing cover is arranged as well as having the appropriate equipment/resus trolley and medication/meals and cleaning facilities in place, endorsed by the infection control team, prior to movement of any patients.
- To take a corporate overview of staffing establishment. Redeploying staff as appropriate to minimise clinical risk in concert with the Operational Matron of the Day or based on own assessment of the situation/risk and needs of the ward or service area.
- To maintain continuous monitoring and assessment of operational activity, creating a capacity plan for a rolling 24 hour period, supported by Divisional Duty Managers and Clinicians in order to maintain flow and safe pathways for patients.
- To keep under timely review the number of medical/speciality outliers and take action accordingly in liaison with the Divisions and the Integrated Discharge Team.
- Maintain active dialogue with our PTS Transport providers to ensure prioritized movements of patients to facilitate flow and prevent failed discharges.
- Maintain active dialogue with WMAS to facilitate the transfer of patients through the emergency department and onward care pathways.
- Work at all times within the Professional Code of Conduct for nurses, taking accountability for professional actions and ensure that others do the same.
- Ensure that quality standards, both those agreed locally and dictated by national policy are followed and maintained with any exceptions documented and reported.
- Identify during the process of operational shift delivery, areas of service that can be improved to support patient care or directorate efficiency.
- Responsibility for adoption of policies that contribute to reduce the incidence of hospital associated infections.
- Work closely with infection, prevention and control colleagues, to ensure actions agreed from pandemic plans/outbreak meetings are implemented.
- Provide advice support with the authorisation of terminal/barrier cleans across the Trust.
- Work closely with colleagues from the Facilities Department/Sodexo to ensure standards of cleanliness are implemented and monitored and ensure that Trust policies and procedures to prevent and control infection are adhered to, in order to ensure a clean environment to work in and an awareness of all staff on issues on infection and cleanliness.
- Facilitate and take responsibility for access to Trust stock of beds/mattresses and emergency PPE for clinical use.

- Provide support to clinical staff with medications from emergency drug cupboard.
- Take appropriate steps to ensure that a safe environment is maintained for patients, staff and visitors within the area of responsibility.
- Receive reports e.g., missing patients, seclusions, serious incidents, sudden unexpected death, business continuity planning I.E disruption in the event of fire, disasters, bomb threats etc.
- Advise the service line management teams on professional site related matters.
- To act as a point of contact and liaison for information regarding high-risk patient groups, both during normal working time and out-of-hours.
- Completion of mental health paperwork on behalf of the hospital managers ensuring transportation to the appropriate mental health Providers.
- Ensuring Overseas Visitors are highlighted as per Trust Policy and documentation is given.
- Challenge traditional practice, ensuring that best practices is identified and shared Trust wide, for example, supporting the implementation of the essence of care initiative, enabling awareness of the need to change practice and provide evidence-based care in the workplace.
- Ensure in adverse conditions the Snow gardener is contacted and the Trust site gritted as required. Prioritise and arrange for CCA 4 by 4 usage for Trust staff and to maintain records of staff who utilised the service.
- To ensure that release of bodies out of hours is in accordance with trust policy and correct paperwork is completed and delivered to Bereavement services as required.
- Respond to major incident alerts and in the absence of Silver and Gold lead the incident until arrival onsite.
- Develop a working environment and culture that actively improves health, safety and security.
- To monitor performance against local and national Key Performance Indicators, acting to continually improve performance.
- To ensure full compliance and response to any complaint issues raised during the timescale of the shift covered, in accordance with Trust Policies and procedures, preparing responses to written complaints for the Head of Operations.
- Providing clinical and professional advice involving the delivery and implementation of new service models of care.
- Lead by example multi-disciplinary working, which focuses upon patient pathways ensuring the smooth transition of the patient through the care process including facilitating the movement of patients through care locations, to ensure patients are cared for within an optimum time frame.
- Adopt and enact the implementation of local and national initiatives, for example, 'Proud to Care' Trust values and nursing audit in close collaboration with Ward/Departmental Sister/Charge Nurses to ensure patients' needs are being adequately met.
- To act as an expert resource and provide advice on capacity management and nursing care in relation to elective and urgent care flow through the Trust.

- Take responsibility for the application of the Trust's Escalation Plan ensuring that all actions are implemented according to the Trust's level of escalation.
- Have frequent visible contact with staff, patients and their carers, and provide feedback about the Trust services, ensuring that concerns that are raised are dealt with quickly and efficiently, ensuring excellent and effective communication takes place.
- Establish and maintain communication with appropriate stakeholders on potentially complex and stressful topics in a range of situations, requesting support from relevant health and operational managers as the situation dictates and based on own judgment.
- To receive, interpret and act on complex, sensitive and possibly contentious information coming into site and be prepared to hold conversations and relay information to clinicians/other operational teams in a manner that is understandable and is likely to achieve engagement.
- The post holder will require persuasive and reassurance skills when communicating to staff including medical staff, when there are significant barriers to acceptance which need to be overcome when in hostile, antagonistic or highly emotive situations often associated with a site in escalation.
- To resolve complex situations between multi discipline and multi professional groups of people with conflicting priorities and aims with the sole focus of ensuring the best outcome for the patient.
- The post-holder will provide clinical leadership which inspires and motivates others, empowering them to ensure all direct reports have the authority and support they need to improve patient care, and to resolve clinical issues such as discharge delays and environmental problems.
- The post-holder will promote professionalism amongst the Site Team workforce by example and will undertake clinical work to maintain their professional and leadership competence, authority and credibility covering the following:
- To be an exemplar leader in the development of a culture that is flexible and positive to change, where staff feel valued and where opportunities are actively created for individuals to maximise their potential and excel.
- To represent the Site Management Operations at Directorate and Professional forums.
- To network with other Trusts providing similar services in order to identify and share areas of good practice at national and local level.
- To resolve operational issues on escalation to the Site Office and to ensure outcomes are documented in the site logbook.
- Advising and contributing to service development plans, in order to promote new initiatives and plans.
- Contribute pro-actively to cost improvement plans (CIP)/savings plans in order to ensure your areas are working within the agreed budgets.
- To participate in Trust projects/initiatives as appropriate.
- In conjunction with the Head of Nursing, ensure that systems for clinical governance are in place with appropriate monitoring mechanisms for their continued effectiveness.
- To analyse and interpret urgent and planned care reports and dashboards, formulating action plans for delivery to maintain hospital flow, documenting and reporting outcomes.



- To make highly complex operational judgments, manages conflicting views and reconciles inter and intra professional differences of opinion which requires analyse, interpretation and a broad range of options.
- The post-holder will ensure that all staff have a clear understanding of the care and environmental standards they are expected to maintain and will take prompt action to rectify areas of noncompliance or poor adherence.
- The Clinical Site Manager will act as a clinical role model, assessing and delivering care needs as a significant part of their role. They will also ensure high standards of clinical care are consistently achieved and monitored.
- Take appropriate steps to ensure that a safe environment is maintained for patients, staff and visitors within the area of responsibility, by producing risk assessments and action plans for any hazards in the environment.
- Develop a working environment and culture that actively improves health, safety and security.
- Work closely with colleagues from the Facilities Department/Sodexo to ensure standards of cleanliness are implemented and monitored and ensure that Trust policies and procedures to prevent and control infection are adhered to, in order to ensure a clean environment to work in and an awareness of all staff on issues on infection and cleanliness.
- Ensure clinical record keeping is robust and meets Trust and CQC standards.
- Ensure that all Trust policies and procedures are implemented within the area of responsibility and followed by all staff and regularly audited.
- To be ultimately responsible for the health and safety of staff, patients and visitors to the area reporting areas of concern to the Head of Operations or Associate Chief Nurse.
- Work at all times within the Professional Code of Conduct for nurses, taking accountability for professional actions and ensure that others do the same.
- Ensure that appropriate record keeping is in place for adverse incident reporting and clinical risk management.
- To move and handle patients and equipment in accordance with Trust policies.
- The maintain the skills, knowledge and competencies to work across both the Royal Stoke and County Sites.
- Maintain a full range of clinical skills including fine motor skills for direct patient care.
- Standard PC skills, use of Trust IT systems and word, excel and PowerPoint application.
- Will be required to visit clinical areas and departments across the Trust on a frequent basis.
- Ensure that all untoward incidents and near misses are reported by staff within the area of responsibility in accordance with the Trust policy, and that appropriate mechanisms are put in place to investigate serious clinical incidents under the direction and guidance of the Risk Management Department, following which appropriate action plans are developed and monitored, and lessons are learned and disseminated.

- Participate in recruitment initiatives are implemented at the request of the Head of Nursing/ Head of Operations.
- Determine the effective use of physical and/or financial resources whilst on shift.
- Ensure that there is optimal utilisation of beds within the area managed, monitoring length of stay and expediting patient discharge by ensuring appropriate planning and proactive measures.
- Take a significant role in patient flow (admission and discharge) with ward sisters/managers issues within the area of responsibility liaising closely with colleagues trust wide to make sure optimal use is made of every available bed resource.
- Endeavour to ensure that staffing levels are maintained that ensure patient safety, and any concerns are brought to the attention of the Chief Nurse/medical director.
- Develop own and others' knowledge and practice across professional and organisational.
- Ensure that an appropriate learning environment is provided for students and liaise with colleagues to optimise student nurse placements, to ensure good quality education and support to all students in the clinical area whilst on shift.
- Ensure that opportunities to share learning and experience between the multi- disciplinary team are promoted to ensure good communication and utilisation of relevant information.
- Provide a role model for others to emulate, working alongside colleagues and exhibiting high standards of professional behaviour and dress including the wearing of uniform.
- Maintain and keep accurate electronic and written clinical/ non-clinical records.
- To ensure all data pertaining to bed utilisation is accurate and up to date using appropriate databases.
- Responsible for data entry and generates data either from self or others in order to analyse the information and store confidentially.
- Ensure own team documentation is current and stored as agreed on the electronic drive, ensuring handover processes between shifts are undertaken and fully informed and communicated.
- Ensure that appropriate record keeping is in place for adverse incident reporting and clinical risk management.
- To deputise in absence of Head of Nursing.
- Contribute to audit and research projects ensuring compliance with research governance.
- Ensure that wherever possible clinical/operational practice is evidenced based and auditable.
- Maintain an awareness of current research developments and evidenced-based practice.

### **Personal/Professional Development**

- To take every reasonable opportunity to maintain and improve your professional knowledge and competence.



- To participate in personal objective setting and review, including the creation of a personal development plan and the Trust's appraisal process.

## **Health and Safety**

- To take reasonable care for your own Health and Safety and that of any other person who may be affected by your acts or omissions at work.
- To co-operate with University Hospitals of North Midlands (NHS) Trust in ensuring that statutory regulations, codes of practice, local policies and departmental health and safety rules are adhered to.
- To comply and adhere to individual and role specific responsibilities as stated in the Trust Health and Safety Policy (HS01) and all other Health and Safety related policies.

## **Equality and Diversity**

UHNM is committed to the implementation of the Equality, Diversity and Inclusion Policy which ensures equal opportunities for all. UHNM is also committed to embracing diversity and eliminating discrimination in both its role as an employer and as a provider of services. It aims to create a culture that respects and values each other's differences, promotes dignity, equality and diversity and encourages individuals to develop and maximise their potential. All staff are required to observe this policy in their behaviour to other workers and patients/service users.

- To promote equality and diversity in your working life ensuring that all the staff you work with feel valued and treated in a fair and equitable manner.

## **Infection Prevention**

Infection Prevention is the obligation of every employee both clinical and non-clinical at the University Hospitals North Midlands NHS Trust. Driving down healthcare associated infection is everyone's responsibility and all staff are required to adhere to the Trust's Infection Prevention policy.

All staff employed by the UHNM Trust have the following responsibilities:

### **Trust Dress Code**

- Trust approved uniform/dress code must be adhered to
- When in clinical areas **all** staff must be bare below the elbow, without wrist watches, stoned rings, wrist jewellery, false nails, nail polish or plaster casts.
- No personal bags to be worn during clinical duties.

### **Hand Hygiene**

- Decontaminate your hands as the per 'The five moments of hand hygiene'.

### **Own Practice**

- Lead by example
- Encourage and praise good practice.
- Be prepared to accept advice about your own practice.

### **Decontamination**

- Ensure that equipment you have been using or about to use has been decontaminated effectively.
- Ensure that you are aware of the Trust approved cleaning products and follow a safe system of works.

### **Trust Policies**

- Ensure that you know and strictly follow relevant Infection Prevention policies for your role and always apply standard precautions, which is available in the Infection Prevention Manual on the UHNM intranet.

## **Data Protection Act, General Data Protection Regulation (GDPR) and the NHS Code of Confidentiality**

All staff are responsible for ensuring they are familiar with and adhere to the Trust's policies, procedures and guidelines with regards to the Data Protection Act, General Data Protection Regulation (GDPR) and the NHS Code of Confidentiality. This includes confidentiality, information security, cyber security, secondary use and management of records.

Staff have a responsibility in protecting the "rights and freedom" of natural persons (i.e., live individuals) and to ensure that personal data is not processed without their knowledge, and, wherever possible, that it is processed with their consent. Processing includes holding, obtaining, recording, using and disclosing of information and applies to all forms of media, including paper and images. It applies to both patient and staff information.

Hence staff must ensure confidentiality is always maintained, data is recorded accurately, and you only access this information as part of your job role.

## **Safeguarding Children, Young People and Adults with care and support needs**

All staff are responsible for ensuring that they are familiar with and adhere to the Trusts Safeguarding Children and Adults policies, procedures and guidelines. All health professionals who encounter children, parents, adults with care and support needs and carers in the course of their work have a responsibility to safeguard and promote their welfare as directed by the Children Acts 1989/2004 and the Care Act 2014. Health professionals also have a responsibility even when the health professional does not work directly with a child or adult with care and support needs but may be seeing their parent, carer or other significant adult.

All staff are required to attend safeguarding awareness training and undertake any additional training in relation to safeguarding relevant to their role.

This job description is not intended to be an exhaustive list and may be subject to change from time to time. All documents referred to throughout this Job Description can be found on the Trust's intranet, or alternatively copies can be obtained from the Human Resources Directorate

## **Sustainability**



Sustainability and Corporate Social Responsibility are fundamental to the way the University Hospitals of North Midlands NHS Trust (UHNM) work. The Trust has developed a Sustainable Development Management Plan (SDMP): 'Our 2020 Vision: Our Sustainable Future' with a vision to become the most sustainable NHS Trust by 2020. In order to achieve this, we need the support of all staff. As a member of staff, it is your responsibility to minimise the Trust's environmental impact and to ensure that Trust resources are used efficiently with minimum wastage throughout daily activities. This will include minimising waste production through printing and photocopying less, reducing water waste and when waste is produced, it is your responsibility to segregate all clinical waste correctly and recycle. Switch off lights and equipment when not in use, report all faults and heating / cooling concerns promptly to the Estates Helpdesk and where possible minimise business travel. Where the role includes the ordering and use of supplies or equipment the post holder will consider the environmental impact of purchases.

*SWITCH to a Sustainable UHNM* is a campaign that focuses on the sustainability of the Trust and how we can use resources more effectively to provide better patient care, improve our health and workplace. SWITCH is looking to recruit as many Champions as possible to help to bring the campaign to colleagues in their departments / wards and bring SWITCH to life. If you are interested in becoming a SWITCH Champion, please contact [switch@uhns.nhs.uk](mailto:switch@uhns.nhs.uk)

## **Disruptive Incident & Business Continuity**

The Trust needs to be able to plan for and respond to a wide range of incidents and emergencies that could affect health or patient care. These could be anything from severe weather to an infectious disease outbreak or a major transport accident.

All staff are required to have an awareness of the Trust's business continuity arrangements, as a minimum. All staff will be required to.

- To know how to identify a business continuity incident and the method for reporting.
- To have an awareness of local business continuity arrangements.
- To participate in awareness, training and exercises, as required.

In the event of a disruptive incident, all Trust employees will be required to attend work if they are fit and well and able to do so in line with a Trust risk assessment. Those who are clinically qualified will be required to work flexibly across the Trust to meet the service need in clinical areas. This will include front line clinical staff who will be expected to cover alternative duties as and when required in order to ensure that all essential services are maintained.

Signed Employee \_\_\_\_\_ Print \_\_\_\_\_ Date \_\_\_\_\_

Signed Manager \_\_\_\_\_ Print \_\_\_\_\_ Date \_\_\_\_\_

**Job Title: Clinical site manager**

## Person Specification

Requirements	Criteria	Essential	Desirable	Method of Testing Application form Certificates Test Presentation Interview Assessment Centre
Education, qualifications and Training	Degree level or equivalent professional qualification	√		A, I
	Registered practitioner (RN /AHP)	√		
	Evidence of continuous management development.	√		
	Postgraduate Level qualification or equivalent	√		
Knowledge and experience	Substantial previous experience of working in a highly pressurised environment	√		A, I
	Area - Ward/Site/Acute Medicine/ Surgery/ /Emergency Department	√		
	Experience of leading a clinical service operationally	√		
	Able to demonstrate the acquisition of professional knowledge in clinical practice (equivalent to Masters Level)	√		
	Evidence of working in partnership with internal and external stakeholders.	√		
	Experience of leading the implementation of service improvement including complex change management programmes at a management level	√		
	Experience of managing risk associated with service change	√		
	Evidence of effective resource management	√		
	Awareness of the NHS agenda at national and local level	√		

	<p>Able to demonstrate the use of evidence when decision making.</p> <p>Experience of leading and managing others</p> <p>Experience of measuring and evaluating outcomes in order to secure improvement.</p> <p>Experience of capacity management and an in depth understanding of patient flow</p>	<p>√</p> <p>√</p> <p>√</p> <p>√</p>		
<b>Leadership and Management skills</b>	<p>Evidence of leading and delivering change through others</p> <p>Able to hold others to account for agreed targets.</p> <p>Creates and promotes opportunities for others to contribute and to develop.</p> <p>Able to shape and implement a vision for future service development.</p> <p>Evidence of effective team working to deliver and improve services.</p> <p>Ability to critically analyse complex information and evaluate a range of options to identify service improvements.</p> <p>Exhibits energy and resilience to drive through results.</p> <p>Ability to adapt personal style in order to influence others and gain support for ideas.</p>	<p>√</p> <p>√</p> <p>√</p> <p>√</p> <p>√</p> <p>√</p> <p>√</p> <p>√</p>		
<b>Personal attributes or other relevant criteria</b>	<p>Behaves in an open, ethical, and professional manner.</p> <p>Aware of own strengths and limitations</p> <p>Able to balance own plans and priorities with those of the service and other team members.</p> <p>Able to demonstrate a level of personal confidence necessary to overcome barriers.</p> <p>Occupational Health cleared to perform the duties of the role.</p>	<p>√</p> <p>√</p> <p>√</p> <p>√</p> <p>√</p>		