

Role:	Clinical Services Manager – Imaging
Function	Hospitals
Department:	Diagnostic Imaging
Reports to:	Director of Clinical Services
Direct Reports:	Imaging Department
Key Contacts:	Patients, Visitors, Senior Management Team, External Contracted Third Parties, Consultants, Heads of Departments, Local Healthcare Economy
Grade:	M4

Role Purpose

To provide clinical & business leadership and strategic direction to the Imaging Department by;

- Developing and managing service delivery within the area of responsibility with a high degree of professionalism ensuring effective deployment, utilisation and control of all resources while providing a high quality, responsive, patient focused service.
- As a member of the Management Team contribute to the strategic, operational and business development of the hospital.

Core Responsibilities and Key Accountabilities

- Lead the team to deliver **care** that helps improve the health of the individual and wider community.
- Lead the team in demonstrating **compassion** through effective relationships based on empathy, respect and dignity.
- Develop own **competence** to deliver effective care and treatments through improving clinical/technical knowledge / skill, and expertise.
- **Communicate** appropriately with others involved in the care of the patient.
- Act as an advocate for safeguarding patients; demonstrate **courage** to speak up when there are concerns about care.
- Demonstrate **commitment** to improving care and the patient experience.
- To ensure that high quality, responsive Diagnostic Imaging services are delivered to meet the needs of all customers and the business.
- To develop and maintain professional relationships with Radiologists ensuring clinical expertise matches the specialties of the Hospital and referring clinician needs. Ensure sessional use is maximised.
- Identify and recruit Radiologists in conjunction with the Senior Management Team (SMT) taking opportunities to widen the clinical expertise available in the departments.
- To formally meet (minimum annual) with Radiologists to discuss department development, clinical and operational issues.
- To build and maintain excellent multi-disciplinary consultant relations ensuring service delivery meets clinical requirements and maximises revenue generation.
- Oversee the day-to-day operational supervision of Diagnostic Imaging services.
- Ensure department policies and procedures are established and maintained.
- To be responsible for effective and regulatory / statutory compliant Radiation Safety Management in the departments within scope of management.
- To implement, maintain and oversee a comprehensive Clinical Governance programme including the setting and maintenance of clinical standards and implementation of clinical audit.
- To contribute to the company wide imaging services by communicating with colleagues and attendance (or delegation of attendance) at relevant meetings.
- To undertake any other duties requested by the Director of Clinical Services

- To be responsible for ensuring the requirements of PMI recognition status are understood, met and maintained with timely completion of required audits.
- To have overall responsibility for the RIS & PACS system within the Imaging Department including, but not limited to, training, assessment, QA, security.
- To support the Executive Director in the achievement of the hospitals financial objectives Contribute to the hospitals business plan and support the operational managers to formulate departmental plans, budgets and objectives To actively manage costs and stock control in the department.
- To oversee @Work scheduling and to maintain daily exceptions. To review departmental cost reports, checking that variable payroll data is accounted for and authorised appropriately.
- To set high personal and professional objectives in line with BMI's code of conduct.
- To recruit and retain a motivated team who ensure these standards are reinforced at every level.
- To provide leadership and direction to a multi-disciplinary team To manage and motivate the operational team by promoting an open learning environment, encouraging acceptance to change, initiating and promoting innovation through empowerment.
- To create, maintain and encourage excellent relations with all key customers including consultants and other clinical professionals.
- To be an advocate of high customer care standards and create a positive and proactive approach to customer service through the operational team.
- To participate in and contribute to the corporate development of BMI Healthcare as an individual and as a representative of the hospital.
- To promote and market the hospital to customers, current and potential, and external professionals
- Commitment to ensuring quality services are delivered to both internal & external stakeholders through continuous improvement activities.
- Compliance with BMI Policies and Procedures relevant to this role, ensuring you are fully aware of your responsibilities within these policies.
- Demonstrate awareness of regulatory requirements, taking appropriate action to ensure these requirements are implemented and adhered to.
- Ensure compliance with all Infection Prevention and Control policies and procedures understanding your role in the prevention of infection in patients and staff.
- To be aware of your responsibilities in relation to safeguarding children and vulnerable adults. To ensure you are aware of your responsibilities, supporting policies and undertake the appropriate level of training for your role.
- Participate in hospital cover / clinical manager on-call rotas including week nights and weekend shifts.
- To deputise for the line manager in their absence as appropriate.
- Undertaking specific role related competencies and learning, ensuring 100% compliance of all relevant mandatory training within BMiLearn timescales.
- Maintain knowledge of Health and Safety at Work Act. Ensuring appropriate measures are taken in respect of Health and Safety for patients, relatives, visitors, hospital staff and contractors.

Business Growth

- To maximise opportunities to develop the Diagnostic Imaging businesses increasing operational efficiency to achieve optimum utilisation of assets in line with, and in support of, the Hospital Business Plan.
- To produce a business plan for all areas within responsibility; monitor and evaluate monthly financial data, submitting reports as requested. To be responsible for the provision of statistics and costing to the Director of Clinical Services
- To monitor all revenue capture procedures and to ensure that charges are completed, checked and dispatched in a timely manner.
- To ensure Radiologist Fee payments are in line with BMI structures and are approved and paid in a timely manner. To escalate requests for exceptions to fee schedule appropriately.
- To manage all financial, business and compliance processes accurately in a timely manner.
- To review and utilise business reports, including but not limited to DPAs, CRIS, to inform management of the department.
- Communicate commercial, financial, billing and contractual requirements to team to enable accurate

compliance with procedures.

Team Effectiveness

- Conduct radiographic examinations as an autonomous practitioner and as part of a multi professional team in line with professional & departmental standards.
- To develop and oversee the implementation of SOP's ensuring compliance with all pertinent legislation / guidelines.
- In conjunction with the clinical and non-clinical Leads, recruit and retain high caliber staff within the department maintaining a staff complement which demonstrably ensures optimum patient care and safety while meeting the business needs.
- Encourage and maintain an open and participative culture, fostering a supportive environment for staff and consultants ensuring excellent communication and motivation.
- To attend Regional Imaging Meetings and BMI Imaging Conferences and actively participate and contribute to discussions and work streams.
- To be prepared to sit on the Imaging Leadership Group and / or Special Interest Groups within their area of expertise and contribute to the development of Imaging throughout BMI.

Governance

- To ensure there are sufficient Radiation Protection Supervisors appointed to cover all modalities in the Diagnostic Imaging Department, that their Role Profile is signed, their training is up to date and protected time is allocated to ensure their duties are fulfilled.
- To ensure all work environments are safe and that all local rules and systems of work are observed.
- To implement procedures to ensure that all equipment is operated in a safe way following agreed safety procedures and to ensure correct maintenance and servicing of all the equipment is carried out.
- To report any hazards or incidents via the company procedure, oversee the departmental risk assessments and to support the department Health & Safety representatives.
- Monitor department audits for compliance and ensure Action Plans and Recommendations are noted and / or completed in a timely manner.
- Ensure that the hospital appraisal system is applied to all staff. Participate in and support staff CPD complying with professional body, BMI Competency and mandatory requirements, in order to develop staff to their full potential and provide maximum benefit for employee and hospital. To ensure own personal Continual Professional Development.
- To ensure the department has a comprehensive QA program.
- To ensure that there are regular peer review meetings between the imaging team.
- To act professionally within the standard and framework provided by the HCPC and College of Radiographers 'Code of Professional Conduct'.
- To maintain active registration with the HCPC.

Leadership and People Management

- Ensure that the highest possible standards are maintained to promote and safeguard the well-being and interests of patients, employees and visitors.
- Daily visible leadership and management of the department by managing direct reports in line with HR Policies and Procedures at all times; including performance management and bi-annual appraisals, recruitment, absence management and health and safety.
- To ensure within the department staff identify, plan, implement and evaluate the care/service, ensuring efficient service is maintained.
- To develop a dynamic departmental business plan which supports the hospital and corporate strategy, which is integral to departmental and inter departmental service delivery.
- To review departmental accounts each month, understand why variances have occurred and develop an action plan to improve where necessary.
- To understand and undertake cost benefit analysis in relation to resources and services.
- To be a member of the hospital management team actively participating in decision-making processes and business development.

- To be accountable for the successful management to department budget and achievement set EBITDA directly under direction of Director of Clinical Services.
- Achievement of set objectives as outlined by Director of Clinical Services and support achievement of Balance Score Card (BSC) Objectives.
- Clear direction and leadership on professional and clinical matters with regard to personal conduct and practice standards whilst role modelling BMI behaviours and customer care standards consistently.
- Maintain CQC/HIS/HIW standards at all times, undertake departmental risk assessments, maintain plans for minimising incidents, and report appropriately. Responsible for undertaking Root Cause Analysis (RCA) to identify issues, causes and subsequent remedial actions.
- To ensure completion and compliance with relevant department and commercial audit cycle including, but not limited to, the requirements of internal audit and the department's Controlled Risk Self-Assessment.
- Participate in any corporate initiatives within the site as necessary.
- Ensure supplies and equipment are ordered / maintained and used efficiently to eliminate wasteful practices and unnecessary expense with correct charging of same.
- Participate in hospital committee structures, and where applicable contribute to the national committee structures.
- Manage duty rota/annual leave and study leave, ensuring that at all times there is adequate clinical staff cover for area of responsibility and appropriate skill mix.
- Ensuring 100% compliance of staff competence and relevant mandatory training within BMiLearn timescales, for your direct reports.

Key Performance Indicators

- Operational department KPIs
- Customer satisfaction (Quality Health Scores)
- Balanced Score Card
- Timely delivery of set hospital and corporate objectives
- Compliance with internal and external audits

Confidentiality

In the course of their duties employees will have access to confidential material about patients, members of staff and BMI Healthcare. On no account must information relating to identifiable patients be divulged to anyone other than authorised persons, for example, medical, nursing or other professional staff, as appropriate, who are concerned directly with the care, diagnosis and/or treatment of the patient. Similarly, no information of a personal or confidential nature concerning individual members of staff should be divulged to anyone without the proper authority. Failure to observe these rules will be regarded as serious misconduct, which could result in disciplinary action being taken including dismissal.

Key BMI Behaviours

The BMI Behaviour compliance is an expectation and is relevant and applicable to every employee regardless of role, function or location. Each behaviour has different bands of proficiency and this is intended to help determine what is required within a given role. Each band is inclusive of all preceding levels, for example, a band 4 includes the behaviours described in bands 1, 2 and 3. BMI Behaviours assist with career planning as individuals can identify differences between behaviours required for their current role and behaviours required for a role they aspire to.

Further detail of the indicators, set within the behaviours overall statements, bands and how they relate to this role can be located in BMiLearn, or post holders can discuss this with their line manager.

Think Customer - Focuses on the needs of customers, primarily our patients and consultants. Identifies and prioritises the customer's needs. Understands situations from the customer's perspective, and provides solutions, which fit the customer's needs. Focuses on customer service and care and takes a proactive approach to their needs and ownership of their issues.

Own Your Part in Delivering Results - Demonstrates determination, resourcefulness and purpose to personally deliver the best results for the organisation. Takes ownership for the whole situation including actions, outcomes and consequences.

Leadership - Develops a compelling sense of purpose and direction. Motivates and empowers others to align their efforts to achieve our goals. Creates an open and trusting environment. Demonstrates high moral standards and integrity in all matters.

Impact & Influencing - Persuades, convinces and influences others to enable progress and deliver success. Takes a partnership approach, aiming for an outcome that is mutually beneficial. Has a high degree of self-awareness and maintains a calm demeanour in stressful and challenging situations whilst still achieving desired outcomes.

Be One Team - The ability to gain an understanding of the needs of others, build strong relationships and drive action that is mutually beneficial for both individuals and the company. Always behaves in a way that is consistent with the BMI Behaviours and is receptive to further improvement.

Innovate, Adapt & Change - Develops new insights into situations, questions conventional approaches, encourages new ideas and innovations. Is open to change. Is flexible and adaptable to changing circumstances, being tolerant of necessary change and fluidity within the organisation.

This job description is intended as an outline of the general areas of activity. This job description is not an exhaustive document and may be subject to alteration in the light of future changes and developments.

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Person Specification

<u>Area</u>	<u>Essential</u>	<u>Desirable</u>
Personal Attributes	<p>Energetic, proactive and driven to succeed. Acts on own initiative and problem solves utilising resources available. Strong organisational and planning skills, including risk management. Strong interpersonal skills: Good team worker. Both punctual and reliable. Flexible and adaptable. Able to communicate clearly with a range of people at differing levels across the hospital, deploying a range of techniques to do this effectively. Results driven, possessing a proven track record of delivering against targets. Able to make judgements involving complex facts or situations which require the analysis, interpretation and comparison of a range of options. Ability to lead a nursing team, showing previous experience in leading a clinical team. Strong interpersonal skills and attention to detail. Excellent organisation and multitasking skills required. Ability to motivate a team of clinical professionals.</p>	
Experience	<p>Extensive experience working in an acute hospital setting in a Senior Radiographer post or equivalent. Previous experience within a Clinical Lead role. Experience of customer care, including interacting with challenging customers and situations.</p>	<p>Previous experience within a Clinical Managerial role.</p>
Knowledge/ Skills/ Qualifications	<p>Degree or Diploma in Diagnostic Radiography. Healthcare Professional Council (HCPC) registration Management / supervisory experience within a multi-modality imaging department. IT familiarity with Microsoft Word, Excel and PowerPoint Ability to analyse, interpret and make recommendations on data specific to the hospital in order to identify business development opportunities , change current practice, monitor and influence performance. Knowledge of the healthcare service sector and the systems and processes used. Strategic awareness with an ability to understand the commercial perspective of healthcare delivery. Recruitment and selection skills. Maths, English GCSE at grades A to C or equivalent functional skills level 2 evidence. Proficient in the use of a PC, including the use of software and systems.</p>	<p>Knowledge of HR management and strong Man Management Skills. IT GCSE at grade A to C or equivalent functional skills level 2 evidence.</p>

