

Role:	<b>Clinical Service Manager – Physiotherapy</b>
Function	Hospitals
Department:	Physiotherapy
Reports to:	Director of Clinical Services
Direct Reports:	Physiotherapy Department
Key Contacts:	Patients, Visitors, Consultants & other BMI staff
Grade:	M4

### **Role Purpose**

To be responsible for the management and daily running of the physiotherapy department. To co-ordinate and manage the provision of physiotherapy services, providing clinical direction and leadership for the physiotherapy department.

### **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 manage the delivery of care as lead on clinical safety, ensuring safe provision of staffing that meets activity by workforce planning, monthly rostering and daily review.
- Maintain CQC standards at all times, undertake departmental risk assessments, maintain plans for minimising incidents, and report appropriately. Responsible for undertaking Root Cause Analysis (RCA) identifying issues, causes and subsequently taking remedial actions where necessary.
- Ensure supplies and equipment are ordered / maintained and used efficiently to eliminate wasteful practices and unnecessary expense, with correct charging of same.
- To ensure compliance with appropriate regulatory and best practice frameworks.
- To manage 3<sup>rd</sup> party service providers, where appropriate.
- To liaise with the regional reps, clinical steering group (and commercial managers) as appropriate.
- To take an active role in supporting the implementation of national developments locally.
- To provide feedback and information when requested on various national initiatives.
- To ensure the department maintains BMI Physiotherapy accreditation.
- Mentor and participate in the training and development of students, physiotherapy assistants and new members of the team.
- Ensure compliance to policy by building a culture that adheres to best practice guidelines.
- Ensuring efficient physiotherapy service is maintained.
- To provide a high standard of individualised essential patient care to ensure an efficient and courteous service is provided for the patients.
- To maintain written records and legal documents to required levels and accepted practice.
- 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.

#### Governance

- Maintain professional standards in accordance with the HCPC and CSP of Professional Conduct and Standards of Practice.
- Ensure compliance with standards in respect of all legislative requirements (including but not limited to CQC, SHE, DSE, Fire, COSHH, BLS, Manual Handling, Safeguarding Children, Information Security, and Infection Control).
- Manage complaints and take corrective actions as appropriate, ensuring the team support any corrective actions put in place.

#### Maximise Efficiency and Business Growth

- Ensure the correct billing of patients.
- Monitor and manage the budget for the physiotherapy department, preparing departmental reports as required.
- Identify commercial opportunities to improve the profitability of the department.
- Support departmental/ hospital marketing activities and participate in promotional activities as appropriate e.g. lectures, presentations, clinical trials.

#### Customer

- Instil a culture of customer service throughout the physiotherapy department. Monitor effectiveness / success via patient satisfaction indicators and complaints, and take action to deliver improvements where necessary.
- Maintain relationships with local GPs and patient services.

#### Team Effectiveness

- Manage an effective staff resource plan to provide cost effective labour, covering staff skills ratios, use of Bank and agency staff, and external recruitment.
- Build and maintain positive working relationships with consultants, and support the working relationship between your team and consultants.
- Ensure strong levels of staff engagement, providing visible leadership and direction.
- Manage direct reports effectively, delegating appropriately and holding them accountable for the delivery of specific objectives and targets.
- Maximise the performance and potential of the physiotherapy team through effective induction, regular performance coaching and review, and reflective practice, ensuring they meet the required standards in their current job and develop their skills and knowledge.
- Build a pipeline of talent that will sustain the performance of physiotherapy services in the future.
- Work closely with other members of the hospital management team to deliver the successful implementation of key initiatives within the hospital.
- Provide support to other managers in the hospital as appropriate, to help deliver the hospital clinical, commercial and operational targets.

- Clinical supervision and training to develop a highlight skilled professional team with the relevant clinical skills at all levels.
- Ensure that the requisite mandatory training courses are completed within the required timescales.
- Keep abreast of developments in physiotherapy by attending relevant courses and maintaining an up to date personal portfolio.

### **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 Scorecard 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 regulator 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**

- EBITDA and profit growth
- Delivery of clinical KPIs, both clinical and commercial to budget, and quality scorecard
- Labour efficiency
- Patient satisfaction
- Complaints
- Clinical quality indicators (e.g. infection rates)
- CQC/HIS/HIW reports
- Employee absenteeism and turnover rates

- Succession and development plans in place for key roles
- Achievement against KPIs and balanced scorecard objectives

### **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.

**Person Specification**

Role:	<b>Clinical Services Manager – Physiotherapy</b>
Department:	Physiotherapy
Grade:	M4

<b><u>Area</u></b>	<b><u>Essential</u></b>	<b><u>Desirable</u></b>
Personal Attributes	<p>Energetic, proactive and driven to succeed;            Strong organisational and planning skills, including risk management.            Results driven, possessing a proven track record of delivering against targets.            Strong interpersonal skills. Excellent communication skills, with the ability to communicate clearly with a range of people at differing levels across the hospital, deploying a range of techniques to do this effectively.            Strong leadership skills.            Able to energise, shape and direct a team to maximise motivation.            Adept at communicating financial information.            Produces robust investment / budgetary documentation.            Able to support and develop staff to deliver business goals            Good financial awareness and control.</p>	<p>Understands the financial imperatives within the BMI business model.</p>
Experience	<p>Chartered Physiotherapist with extensive previous postgraduate general physiotherapy experience.            Previous experience of managing and leading a team of healthcare professionals with a challenging environment.</p>	
Knowledge/ Skills/ Qualifications	<p>Chartered Physiotherapist.            Member of the Chartered Society of Physiotherapy (CSP).            Registered with the Health and Care Professions Council (HCPC).            Knowledge of CSP and HCPC Codes and guidelines and their implications for practice.            Knowledge of the Care Standards Act and Care and Quality Commission Requirements.            Knowledge of Quality Assurance tools.            Knowledge of Human Resource policies &amp; tools including interviewing, conducting performance reviews, performance coaching and formal HR processes e.g. disciplinary            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>IT GCSE at grade A to C or equivalent functional skills level 2.</p>