

# BAND 8B Radiology Operational Manager

Radiology department

JOB DESCRIPTION



# 1. About the Trust

## Our organisation

The Hillingdon Hospitals NHS Foundation Trust is the only acute hospital in the London Borough of Hillingdon and offers a wide range of services including accident and emergency, inpatient care, day surgery, outpatient clinics and maternity services. The Trust's services at Mount Vernon Hospital include routine day surgery, delivered at a modern treatment centre, a minor injuries unit and outpatient clinics.



The safety and well-being of our patients and of our staff is paramount and we are making urgent improvements to address this – particularly in infection prevention and control. We are making progress and going forward by working in partnership with local GPs, charities, community services, academic partners, our local authority, neighbouring hospitals and the wider North West London Integrated care system, and ensuring that we listen and work in partnership with our local population. We are absolutely focused on ensuring that our hospitals provide high quality, safe and compassionate care, while drive forward the building of the new Hillingdon Hospital.

We have over 3,500 members of staff that are proud to care for nearly half a million people, with a vision to be an outstanding provider of healthcare through leading health and academic partnerships, transforming services, to provide the best care where needed.

Our staff are real superstars; how they have responded to the challenge of the COVID-19 pandemic was amazing and reflects our values - which guide our decisions, our teamwork, how we support our people and how we deliver our patient care. The values form the mnemonic CARES:

Communication

Attitude

Responsibility

Equity

Safety



Our patients are at the heart of everything we do and our mission is to provide high quality, safe and compassionate care, improving the health and wellbeing of all the people we serve. In addition to our Estates, Clinical, Workforce, Digital, Communications and Engagement strategies, our strategic objectives this year are focused on Quality, Workforce, Performance, Money, Well-Led and Partnership Working.

## 2. Role profile: Job description & Person specification

### JOB SUMMARY

<b>Job title</b>	Radiology Operational Manager
<b>Salary scale</b>	£61,341 - £70,439 pa inc
<b>Division</b>	CSS & MVH
<b>Responsible to</b>	Head of Radiology
<b>Accountable to</b>	Divisional Director of Operations
<b>Type of contract</b>	Permanent
<b>Hours per week</b>	37.5
<b>Location</b>	Hillingdon Hospitals and Mount Vernon Hospital

The Radiology department at The Hillingdon Hospitals NHS Foundation Trust is a fun, dynamic, vibrant, and progressive department with state-of-the-art technology.

We are looking for an ambitious, highly motivated, dedicated senior Radiographer with a proven record of operational management in Radiology to lead the service at The Hillingdon Hospital and Mount Vernon Hospital sites.

The post holder will be responsible for all aspects of the operational service delivery of Radiology service, providing professional support and leadership to the wider team. Reporting to and working with the Head of Radiology and Radiology Clinical Director, they will be part of the senior leadership team charged with delivering an exciting vision for radiology, shaping services and a workforce that will drive forward our commitment to outstanding care.

- Accountable for the operational delivery of the service in collaboration with the Modality leads and the Lead Clinician for Radiology including the financial, capacity and workforce plans for radiology.
- Contribute to the planning and development of the strategic and operational Business Plan for specific clinical and non-clinical areas in line with divisional and Trust priorities.
- Communicate clear and positive messages to staff, the Divisional Management team, other parts of the Trust and key stakeholders. Translating highly complex information into easy to disseminate communications.
- Deliver effective involvement and communication strategies (including the dissemination of the team brief).
- Support the investigation of complaints/PALS enquiries, clinical/nonclinical incidents and near misses. Ensures that issues arising from the investigation are suitable addressed and also used as an opportunity to improve and learn within the service. Some of these issues can be of a complex nature.

### Duties and Responsibilities

The post holder is a key member of the senior Radiology Team, reporting directly to the Head of Radiology. The post holder will be responsible for the day to day delivery of Radiology services across the Trust.

## **1 Purpose**

- Promote effective governance and ensuring that the highest standard of clinical care is delivered
- Ensure all clinical and non-clinical performance indicators, targets and objectives are met in line with national and local standards
- Ensure the department and staff work within the patient first framework
- Manage and lead the Radiology Department on a day-to-day basis ensuring the delivery of a high quality and safe Radiology service, supporting clinical and support staff
- Develop and implement action plans to address areas of non-compliance, where necessary with the Speciality Leads and Head of Radiology
- Ensure staff work within standard operating processes and that these are embedded within the team to enable maximum efficiency of resource and capacity

## **2 Operational Planning**

- Lead in assessing the capacity and demand for the service by regularly monitoring demand, productivity, conducting patient mapping processes, streamlining and improving patient flows and seeking to ensure the delivery of effective and high quality outcomes and performances
- Accountable for the operational delivery of the service in collaboration with the modality leads and the Lead Clinician for Radiology including the financial, capacity and workforce plans for radiology
- Conducting specific projects as and when appropriate
- Contribute to the planning and development of the strategic and operational Business Plan for specific clinical and non-clinical areas in line with divisional and Trust priorities
- Work within defined National Guidelines, Trust and departmental procedures and policies to achieve effective, evidence based service delivery meeting local and national targets
- Understand and observe all procedures and local rules in relation to ionising radiation including IRMER and manage the process to ensure adherence to guidelines
- Lead on a daily basis to ensure capacity matches demand and support the radiology team to deliver and comply with national targets, such as cancer targets/18 weeks/referral to treatment



- Contribute to guidelines; ensure policies and procedures are up to date, available and, when and where appropriate, developed within the Trust format and these take account of any NHS or legislative changes
- Contribute to radiology systems of governance (clinical, financial, staff, audit and information) and risk management ensuring appropriate processes are in place and maintained with regular reports
- Ensure comprehensive risk assessments are completed regularly and that active management of the risk register. Participate in the service improvement/change management work of the Division on agreed specific projects
- Facilitate improved patient safety and experience by actively contributing to processes in collaboration with the heads of department
- Conducting patient mapping processes in designated areas and streamlining and improving patient flows through the system in specific areas agreed with the Head of Radiology.

### **3 Communications and Relationships**

- Communicate clear and positive messages to staff, the Divisional Management team, other parts of the Trust and key stakeholders. Translating highly complex information into easy to disseminate communications
- Deliver effective involvement and communication strategies (including the dissemination of the team brief)
- Ensure effective staff communication and involvement so staff have the opportunity to be involved in and influence the planning and development of the service
- Demonstrate established negotiation skills in the management of conflict across a range of situations, including the resolution of complaints which may involve diffusion of hostility and aggression

### **4 Governance**

- Support the investigation of complaints/PALS enquiries, clinical/nonclinical incidents (including radiation) and near misses. Ensures that issues arising from the investigation are suitably addressed and also used as an opportunity to improve and learn within the service. Some of these issues can be of a complex nature
- Ensure that incidents (including serious untoward incidents) are appropriately investigated and where necessary reports are provided/presented to the clinical governance review group.
- Ensure the performance indicators relevant to the specific work areas are reported within the department
- Be responsible for the use of IV contrast agent administration within the department. Ensure training, monitoring and provision of IV services.

- Accountable for ensuring Infection Control and Clinical Governance protocols are complied with, records maintained and corrective action taken where required.
- Implement measures and controls to ensure archiving of all examinations to Picture Archive Computer System (PACS). Ensure accuracy of patient and examination data in the Radiology Information System (RIS). Monitor, supervise, report and correct any defects in the data integrity of the Information systems and PACS.
- Co-ordinating Quality Assurance processes, reporting to the Head of Radiology and other staff where necessary.
- Be responsible for equipment testing, quality audit and reject analysis. Ensuring all results are documented and reported. Implementing any change on the results found.
- Monitoring, reporting and acting on equipment faults, determining the severity of the problem and its probable impact on the service and Trust. Be accountable for a service continuity plan to be in place for the service and that this is communicated to all relevant staff groups.
- Implement and enforce the requirements of IR(ME)R, Radiation Regulations and local rules.
- Implement and enforce NRPB regulations and guidelines.
- Take a role in the technical and patient focused aspects of the department's Audit programme.

## **5 Staff Management**

- Provide effective leadership to all clinical and non-clinical staff within the Radiology department and demonstrate high levels of professionalism at all times
- Lead the development of an enabling culture within radiology that supports others to succeed and flourish
- Lead the promotion of good staff engagement and satisfaction at all levels of the service that lead to improved staff health and wellbeing and maintain close working relationships in partnership with staff side
- Monitor levels and standards of performance, staff conduct, standards and behaviour, appearance and staff attendance as appropriate ensuring these matters are dealt with effectively in accordance with 'Trust policy and legislation
- Using performance management as a KPI measure, including mandatory training for the service and to ensure that personal development plans are in line with corporate and divisional objectives
- Ensure that designated staff groups within designated service areas are working to competencies which are regularly assessed and appropriate to the

standards expected in line with Agenda for Change and the Knowledge and Skills Framework

- Responsible for overseeing effective staff involvement and communication strategies (including the dissemination of the team brief) and working relationships across the operational areas and creating a working environment that empowers staff to achieve optimal performance
- Mobilise the energy and commitment of all team members and actively encourage innovation and improvement from others
- Actively promote a culture of openness, transparency and candour ensuring that any concern raised is treated seriously and dealt with promptly
- Take decisive and timely action to address areas of poor performance, under-achievement, and risk
- Develop robust work force and training plans that support the services clinical strategy and annual plan in collaboration with the heads of department.
- Lead and oversee the appraisal of senior radiographers, radiographers and other staff within the Radiology department.
- Be responsible for the production and implementation of an induction programme for senior radiographers, radiographers and assistant staff
- Promote and implement robust human resource (HR) practices, as well as adherence to all Trust policies e.g., IG, IC, SFI's etc.
- Ensure there are robust systems in place for receiving and acting on patient experience feedback
- Be responsible for ensuring staff are up to date with all appropriate equipment competencies within the service.
- Participate in the recruitment and retention process of staff as appropriate, effectively inducting new staff in accordance with the Trust's policy

## **6 Resource Management**

- Managing a delegated equipment budget
- Maintaining a Capital Equipment Plan
- Ensure the effective budgetary management of the service, CIP plans are delivered and resources utilised cost-effectively in collaboration with the radiology management team
- Pro-actively ensure RIS is managed and used effectively to ensure information is accurate so it can be used for financial management and planning
- Work closely with the team to ensure that budgets and resources are managed effectively and robustly
- Ensure that all equipment is operated in a safe manner and is checked for any faults



- Responsible for managing equipment breakdowns and liaison with maintenance providers
- Be responsible for provision of and monitoring of service and maintenance contracts.
- Be responsible for stock control and purchase of consumables and necessary equipment for the service within budgetary limits.

## 7 Education and Practice Development

- Act as the lead for training and education of all staff and support senior staff in the delivery of this training.
- To contribute and advise in the development of evidence based guidelines/departmental protocols. Be guided, but not limited, by department protocols to ensure that high departmental standards are met and a comprehensive examination is performed.
- Identify needs for and arrange Continuing Professional Development sessions for staff. Lead on identifying external courses that are essential to staff development in order to maximise potential of all staff groups within department.
- To undertake yearly personal development reviews (PDR's) of senior staff as part of the Trust's commitment to developing a highly skilled and motivated workforce and to assess staff against the Trust's CARES values.
- Contribute to Department / Directorate Research & Development (R&D).
- To develop and advise on a strategy for enhancing evidence based practice and to influence the clinical and academic development of radiographers and support staff.
- Work within the Code of Professional Conduct of the College of Radiographers, the Health and Care Professions Council or other relevant professional body and maintain professional registration.
- Undertake all mandatory, statutory training as required. Observe the Health and Safety at Work Act, COSHH and Infection Control. Be aware of other relevant legislation identified by the departmental Clinical Governance team.
- Undertake any other duties identified by the Radiology Management Team that are appropriate at the time of request, in line with the grading of the post.

### General

The Hillingdon hospital has a non-smoking policy; smoking will only be allowed in the designated areas.

All employees must comply with the Trust's Equal Opportunity Policy and must not discriminate on the grounds of sex, colour, race, ethnic or national origins, marital status, age, disability or sexual orientation.

All employees are subject to the requirements of the Health and Safety at Work Act. The post holder is required to ensure, as an employee, that his/her actions do not endanger other people or him/herself.

All employees are subject to the Data Protection Act and must maintain strict confidentiality in respect of patient and staff records. This includes the accuracy and integrity of the information contained therein.

All staff have a responsibility to report all clinical and non-clinical accidents or incidents promptly and when requested to, co-operate with any investigation undertaken.

All staff are required to work in accordance with their professional group's code of conduct (eg SoR, NMC, GMC).

Employees may be asked to work at other Trust sites.

The Hillingdon Hospitals NHS Trust is working towards a seven day service, which will be reflected in this post.

This job description may be reviewed in the light of changing service needs and developments. Any changes will be fully discussed with the post holder.