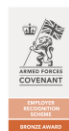


Team Manager 251812

L I V I N G O U R V A L U E S



A Career with NHS 24



Thank you for your interest in this position. This information pack details information about both NHS 24 and this vacancy. I hope that you find this information useful and it helps inform your decision to apply to come and work with NHS 24. Now is a great time to be joining NHS 24 as we continue to grow and deliver safe, responsive person-centred services to the public of Scotland. We are proud to employ around 2000 staff across our centres in Scotland.

Our service touches the lives of people across Scotland when care and compassion is what matters most. Our people are our most important asset, and it is through them that we can deliver high quality, clinically safe services across Scotland.

We want to reduce health inequalities, to work seamlessly across boundaries, to utilise technology to provide our patients with omni channel access to the latest and most effective digital healthcare. We employ around 2000 staff across six main contact centres in Scotland. Continual investment and growth of our workforce is vital to the delivery of services. If you are resilient, committed to personal development and up for a challenging but rewarding career then you sound like our kind of person.

NHS 24 is the national provider of digital and telephone-based health and care services for Scotland. We provide people with access to information, care and advice through multiple channels including telephone, web and online. We work in collaboration with partners, the

public and our people to co-design services using technology and a digital first approach to sustainable service development and delivery.

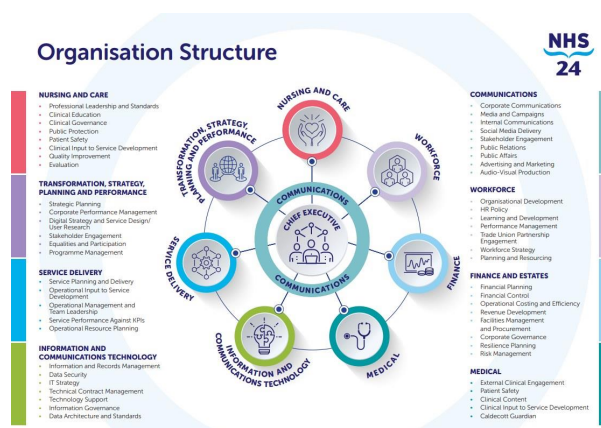
There's no such thing as a typical job at NHS 24. We employ a wide range of clinical and non-clinical staff. From call handlers and nurse practitioners to physiotherapists and pharmacists as well as all the usual support services, the diversity of our workforce reflects the constantly evolving needs of our patients. As an integral part of the NHS in Scotland, NHS 24 continues to develop, provide, and facilitate an expanding range of multichannel, patient centred, safe and effective telehealth and tele-care services.

NHS 24 is an equal opportunities employer committed to advancing equality and particularly welcomes applications from groups of people currently underrepresented within the workforce. We are a committed participant in the Disability Confident Leader Scheme and guarantee to interview all disabled applicants who meet the minimum essential criteria for our vacancies.

You can find more information about working for NHS 24 at <https://www.nhs24.scot/careers/>



Organisation Structure



Service Delivery

- Service Delivery is the patient-facing directorate of NHS 24 that covers the full range of services offered to Scotland, such as NHS 24 Unscheduled Care Service, Scottish Emergency Dental Service, NHS 24 Health Information Services, Breathing Space and Living Life Services.
- NHS 24 has been providing a national Unscheduled Care service since 2004. This service handles approximately 1.5 million calls per annum. During the out-of-hours period, patients who require urgent medical attention are triaged and directed to the most appropriate point of onward care within their own area.
- In 2014 we successfully moved to the new free phone telephone number 111, hence why the service is also branded as the 111 Service.
 - We increasingly operate a multi-disciplinary team approach, involving a range of clinical and non-clinical skills to ensure the public get access to the best health care professional to manage their care efficiently and effectively.
 - Whilst operating 24hrs a day 7 days a week, the 111 Service was initially a predominately Out of Hours Service, which means that 90% of calls to the service were received between the hours of 6pm and 8am. However recent national changes to Urgent Care pathway now means demand from 111 service has increased across both the in and out of hours periods. Weekends continue to be our busiest time of the week.
 - A national service available to all in Scotland, the location, age, health concern and content of the calls are wide ranging and no two calls are the same. Working in collaboration with our partner Health Boards, all calls to service are assessed and where appropriate directed to the appropriate health care professional for treatment. This includes calls which are immediately life threatening and require to be transferred to the Scottish Ambulance Service.

Dignity and Respect

Openness, Honesty and
Responsibility

Quality and Teamwork

Care and Compassion

Our Values



Care and Compassion

A commitment to creating a supportive and inclusive environment, where everyone is valued and treated with respect. Care and Compassion guide our interactions with colleagues, patients, and partners, and serve as a foundation for building meaningful relationships

Dignity and Respect

Treating everyone with fairness, courtesy, and kindness, regardless of differences in background, belief, or opinion. Building trust and credibility in our interactions with others. Creating a positive work environment which is inclusive, respectful, and empowering

Openness, Honesty and Responsibility

Fostering clarity, trust, and accountability in all of our interactions, whether they be with colleagues, patients or partners. The value of openness, honesty, and responsibility is the commitment to be truthful, transparent, ethical, and accountable in work

Quality and Teamwork

Striving for quality and excellence in all our endeavours and setting a high standard for ourselves and demonstrating our dedication to our patients across Scotland. This is coupled with working collaboratively to achieve our common goals, and leverage individual strengths and expertise, resulting in better outcomes and improved efficiency

Dignity and Respect

Openness, Honesty and
Responsibility

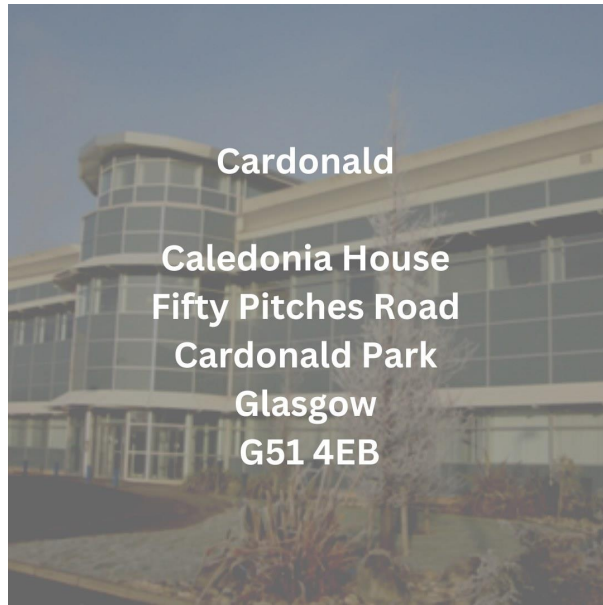
Quality and Teamwork

Care and Compassion

Our Centres



We have five regional centres Aberdeen, Cardonald, Clydebank, Dundee and South Queensferry. Vacancies may not be available in all centres therefore please check the current advert for further detail on availability.



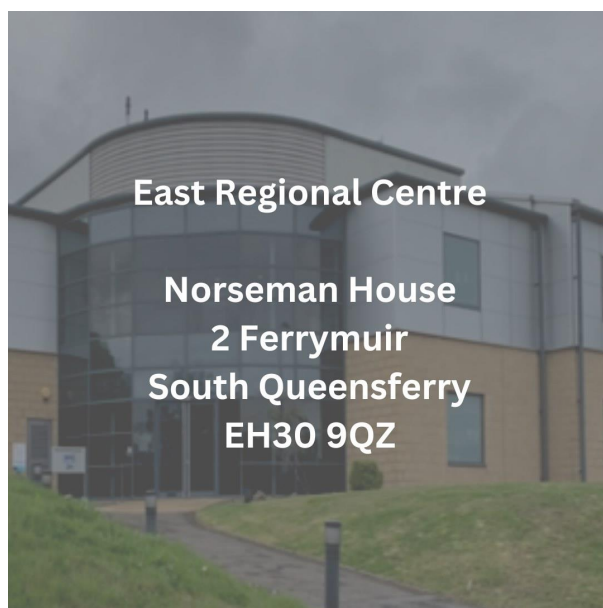
Cardonald

**Caledonia House
Fifty Pitches Road
Cardonald Park
Glasgow
G51 4EB**



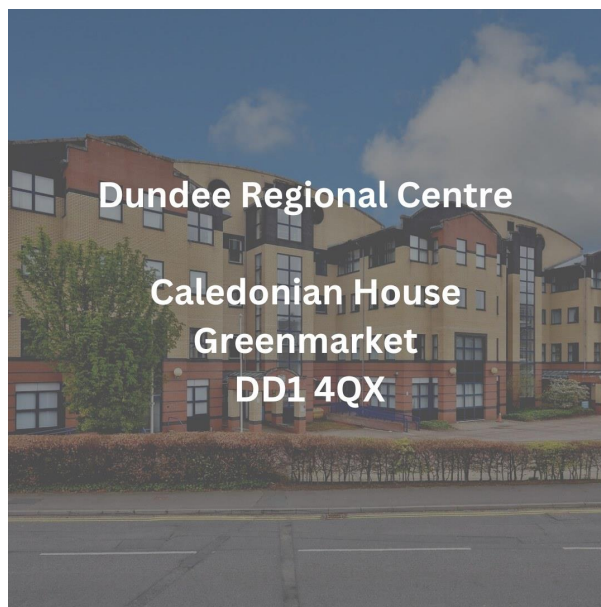
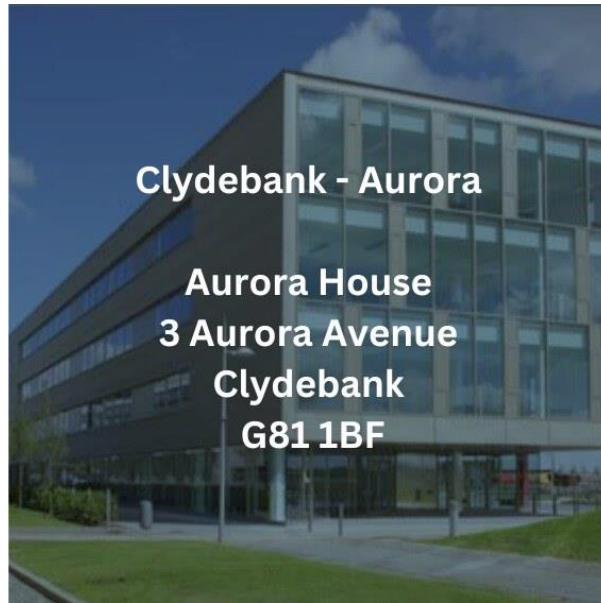
**North Regional
Centre**

**Forest Grove House
Foresterhill Road
ABERDEEN AB25 2ZP**



East Regional Centre

**Norseman House
2 Ferrymuir
South Queensferry
EH30 9QZ**



Dignity and Respect

Openness, Honesty and Responsibility

Quality and Teamwork

Care and Compassion

Who are you ?



Someone who is an experienced manager and leader who will support, guide and develop a team to achieve both the operational KPI's and their own personal areas of development. An enthusiastic, focused, professional role model who leads by example and thrives on the

challenge of working in a fast paced environment. As a Team Manager, you will play a pivotal role with the management team to support front-line staff, across a number of patient facing services to ensure that patients and the public are first in everything NHS Scotland does. This will involve dealing with calls which are escalated to you. Contributing to the ongoing review of processes and ways of working whilst ultimately ensuring all patients are directed to appropriate clinical services.

TRAINING

For successful internal candidates a training programme will be offered taking into account candidate's current experience.

NHS 24 provides a comprehensive Core Training programme to all successful applicants. This programme lasts 3 weeks, with a further 2 weeks working in a 'protected pod'. Regardless of your contracted hours, training requires a commitment of 30 hours per week.

No annual leave can be taken during Training.

Below examples of the Training schedules, which may be subject to change:

*Example ** Subject to Change* - The initial training is for 3 weeks

- Week 1 Monday – Thursday 8-4pm
- Week 2 Monday – Thursday 8-4pm
- Week 3 Monday – Thursday 2-10pm

BENEFITS

NHS 24 offers a complete benefits package, with a permanent contract on Band 5 £34,544 - £43,039 per annum (pro rata). Placement on salary scale is dependent on confirmation of previous relevant NHS service.

We also offer you many supportive policies to enhance your employee journey and have a comprehensive Employee Assistance Programme Provider, Cycle to Work Scheme, bursary scheme and a range of learning and development. As an NHS Scotland employee you will be entitled to:

- 35 days annual leave (rising to 41) pro-rata
- development opportunities including study bursaries, e-learning and classroom based courses

- enhanced pay for working public holidays
- enrolment into the Scottish Public Pensions Agency (SPPA) pension scheme
- NHS discounts on goods and services
- HELP, employee support and assistance

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Responsibility

Quality and Teamwork

Care and Compassion

Shift Working at NHS 24



NHS 24 can be described as a predominately “Out of Hours” Service which means our busiest times of the day are from 6pm to 8am and our busiest days of the week are Saturday and Sunday, across the full weekend. As a result, all staff rotas are designed around these times which means anyone working for NHS 24 will find their working pattern is heavily weighted to working at these times.

National Public Holidays are the busiest times, when other services across the Health Service are reduced.

Rota Information

- When joining the organisation successful candidates are issued with an 8-week rota, however these are subject to the following changes
- Rotas offered are fixed (and aligned to the call arrival patterns and volumes) therefore NHS 24 is unable to amend days off or shift start/end times
- If NHS 24 do require staff to alter their rota, NHS 24 will aim to provide 8 weeks’ notice of any change to the rota

Over the busy Christmas and New Year period a ‘festive rota’ will be issued which will differ from the core rota, and may involve working different days, different shift times etc. during this period.

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Example Rotas



Below are samples of NHS 24 Team Manager rotas available at the advertised centres, which may be subject to change as service demands require. Successful candidates will be provided with their actual rota at the point of offer.

Week	Monday		Tuesday		Wednesday		Thursday		Friday		Saturday		Sunday		Total Hrs	Paid Hours
	Start	End	Start	End	Start	End	Start	End	Start	End	Start	End	Start	End		
1	16:00	00:00	16:00	00:00					16:00	00:00	15:00	23:30	15:00	23:30	41:00	38:30
2			07:30	16:00	07:30	16:00	07:30	16:00							34:00	32:00
3	16:00	00:00	16:00	00:00	16:00	00:00					07:30	16:30	07:30	16:30	42:00	39:30
4	22:00	08:00	22:00	08:00	22:00	08:00	22:00	08:00							40:00	37:00
5							22:00	08:00	22:00	08:00	22:00	08:00	22:00	08:00	49:00	37:00
6							07:30	16:00	07:30	16:00	07:30	16:00	07:30	16:00	34:00	32:00
7	07:30	16:15			16:00	00:00	16:00	00:00	16:00	00:00					32:45	30:45
8	07:30	16:00	07:30	16:15	07:30	16:00					15:00	00:00	15:00	00:00	43:45	41:15
															307:30	288:00



Recruitment process



NHS Scotland vacancies will close at midnight on the closing date. You will not be able to apply for a vacancy after the closing date has passed.

- Applications must be submitted using our recruitment system – Jobtrain. Candidates submitted via Recruitment Agencies will not be considered for this post.
- Application Shortlisting – applications forms received are reviewed and those meeting the role requirements will be invited to a competency-based interview.
- Interview / Assessment – Our competency-based interviews have a focus on NHS 24 values and the candidate's technical expertise. The interview may also include a role specific test or a presentation topic. Interviews will be held online.
- For any queries in relation to the recruitment process visit

To work in the United Kingdom, there is a legal requirement for an individual to demonstrate that they have the relevant permission to work in the country. This permission is, without exception, granted by the UK Visa and Immigrations Service.

As part of the pre-employment checks for a preferred candidate, NHS Scotland Boards **will** check your entitlement to work in the UK. It can be evidenced through a number of routes including specific types of visa as well as EU settled and pre-settled status. To find out more about these routes of permission, please refer to the GOV.UK website [here](#).

Please note that NHS 24 is NOT licensed to issue certificates of sponsorship under current UK Visas and Immigration (UKVI) regulations. Applicants must have the right to work in the UK without requiring sponsorship to work with us.

It is ESSENTIAL that you have checked that you either already have an appropriate right to work in the UK or that the post would be eligible to be sponsored BEFORE submitting your application form.



Job Description

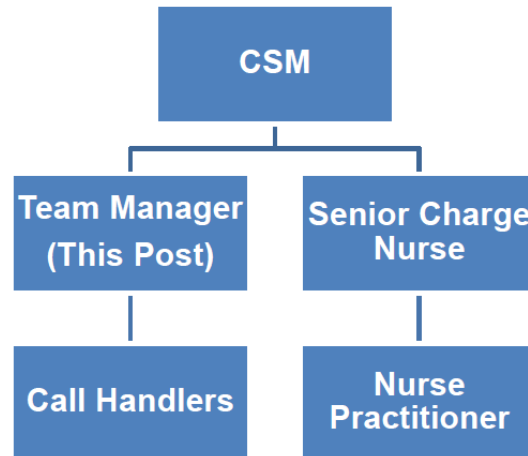


1. JOB PURPOSE

The post holder will provide visible and accessible leadership to staff within the clinical contact centre environment, managing their own team of direct reports. The post holder will ensure that their team has the appropriate level of support, training and access to information and systems to ensure that they support the delivery of a safe, effective, person centred service in line with NHS 24 objectives and values.

The post holder will be part of the Service Management Team in the delivery of the NHS 24 national services ensuring the achievement of NHS 24 kpi's.

2. ORGANISATIONAL POSITION



3. SCOPE & RANGE

NHS 24 is a national service with 4 main contact centres (East Cardonald, Clyde and North) and local satellite centres. Each of these contact centres deals with patient calls from any part of Scotland.

The Team Manager is an integral part of a multi-disciplined front line services, supporting senior managers in the operational management of call takers and call operators particularly in relation to the day to day shift management. This may apply across multiple services, for example, Health Information Services, Muscular Skeletal Service, Cancer Treatment Helpline, Confidential Services or other services/teams as required.

The Team Manager will have responsibility for management and development of between 12–15 direct reports, including the handling of highly sensitive and confidential staff information. They have responsibility for time sheet sign off and authorisation of additional hours.

The post holder also contributes to improvement activities enhancing and developing NHS 24 services.

4. MAIN DUTIES/RESPONSABILITIES

performance Management

- To provide visible leadership on the operational floor, supporting frontline staff with real time issues, for example escalated calls
- Ensure that key organisational messages are delivered in a consistent and timely way to frontline staff.
- Understanding and awareness of operational service performance to support management of NHS 24 services

- Use workforce management and real-time systems to monitor schedule adherence and offline time. Address any instances of non adherence real time to ensure smooth running of services.
- Work in partnership with HR in the application of the Promoting Attendance Management Policy ensuring that process is applied consistently.
- Address performance issues in line with NHS 24 Performance Management policy and process, including formal meetings and outcome decision responsibility.
- Provide ongoing performance feedback to Clinical Service Manager (CSM) as required and account for team performance formally once a month at team performance review.
- Conduct Quality Assurance activities for all direct reports in line with NHS 24 call review guidelines

Resource Management Responsibilities

- Support real-time delivery of both clinical and access KPI's by the promotion and management of staff adherence to ensure maximum utilisation of resource at all times
- Maintenance of real-time updating of variance in shifts or hours actually worked v scheduled
- Manage daily shrinkage, maximising occupancy of staff on the day by effective planning and execution of off line activity.
- Ensure all on the day non-attendance and sickness is recorded appropriately following agreed policy and utilising recognised tools.
- Central role in all service planning activities, for example, four weeks advance service and staffing plans, support resource planning, seating capacity planning
- Central role in peak and festive planning activities, for example, support resource planning, seating capacity planning, resolving peak rota issues.

People Development and Management Responsibilities

- Lead, manage and develop a team of 12-15 direct reports.
- Ensure that all direct reports have regular 1:2:1 meetings, an annual Personal and Developmental Review, and that personal development plans are in place.
- Liaise with Learning and Development colleagues and agree appropriate internal and external study opportunities for team members as appropriate.
- Provide coaching and mentorship for all direct reports, seeking expert resource appropriately as required to support staff to achieve agreed objectives and maximise their potential.

- Maintain a consistent approach in the application of all HR policies to ensure that team members are managed fairly and equitably.
- Act as Investigating officer in line with policies and procedures as required.
- Record and report on team attendance at Statutory and Mandatory training sessions and proactively work with team members to ensure compliance.

Risk Management Responsibilities

- Identify and escalate any telephony or other service-affecting issues to real time coordinators and other appropriate colleagues.
- Ensure that all risk assessments for team members are completed in line with NHS 24 Organisational Management Process
- Responding to reports of service user incidents, conducting investigations as appropriate, corrective action and feedback, including Performance Improvement Plan management within agreed time frames.
- Effectively manage, in real time, first resolution of caller comments, compliments complaints and health professional feedback in line with NHS 24 policy and underpinning statutory legislation.
- To ensure that lessons learnt from the investigation of complaints and incidents are embedded into day-to-day practice to ensure maximum patient safety within an open culture of lifelong learning.
- Ensure that any new policies or processes that impact on performance or staff-management are cascaded appropriately throughout the Team and that compliance and understanding is evidenced.
- Ensure all team members have completed e learning modules.

Personal Learning/Development and Competence

- Take responsibility for own continuous professional development.
- Maintain own call taking competencies by taking a minimum of 25 calls per month, ensuring that call review takes place.
- Maintain a good understanding of all policies, procedures and guidelines
- Attend all mandatory and statutory training.
- Take part in audit and research as required.
- Positively contribute to team working across NHS 24 to achieve organisational objectives.

- Contribute to service changes, improvements and development to working practices within NHS 24 services. Support change in NHS 24 including sharing and promoting best practice.

Financial Responsibilities

- The post-holder is responsible as an authorised signatory of staff timesheets and expenses as per national policy.
- Responsible for authorising unsocial and extra hours payments
- Responsibility for overseeing SSTS input.

Other Duties/Responsibilities

- Support recruitment activities by carrying out candidate interviews and assessments
- Conduct induction and CH training for new staff. Post holder has responsibility for competency sign off.

5. SYSTEMS & EQUIPMENT

Following appropriate training, the post holder is required to be competent in the use of the following management systems

- SAP CRM System – front line call management system
- Verint (call recording & retrieval)
- HR management system
- workforce management system
- Real-time displays
- Sugar – CRM's
- Team Dashboard - for performance indicators
- SSTS – payroll management system
- STACR –Cat C calls

Good keyboard skills with a high degree of accuracy are essential.

6. DECISIONS & JUDGEMENTS

As a direct report to the Clinical Services Manager, the post holder's work is managed rather than supervised, but the post holder is expected to use their initiative and take decisions within defined parameters.

- Maintain a high level of call handling skills to ensure analysis of information provided results in the best possible outcome for the patient
- Supporting staff in difficult situations, ensuring ILT calls are transferred to SAS and taking over calls when necessary.
- Having the ability to take and transfer calls from other professionals to the most appropriate source and deal with any queries real time
- Lead core induction training and development of staff and making decision to sign staff off ensuring they have reached targeted competencies
- Completing call reviews and ensuring staff are fit to practice. Analysing and identifying any capability/conduct issues or need for development plans
- Approving short notice leave as appropriate
- Coordinate floor ensuring roles, duties and breaks are allocated efficiently
- Planning for system malfunction and allocating roles

7 COMMUNICATIONS & RELATIONSHIPS

The post holder is required to develop ongoing robust working relationships and positive interactions with the internal and partner stakeholders.

They will promote a facilitative, solution focused management style that encourages partnership working with colleagues and partners.

- Ability to communicate articulately with all levels of colleagues in relation to all aspects of service delivery
- Must communicate effectively at all levels across all mediums and communication methods as required within the role: verbal (the huddle), e mail, report writing presentation skills, letter writing
- The post holder is required to demonstrate competence in consultation, negotiation and influencing skills
- To utilise advanced listening, probing and facilitative skills across a diverse range of calls, some of which are highly challenging due to emotive circumstances or caller aggression. They are required to extract sufficient information, using good communication skills, to

ensure that the appropriate service is accessed, utilising questioning and listening skills, employing empathy and understanding.

- Utilise complex communication skills to negotiate (utilising translation services in situations where language barriers are present), and provide support to callers who may be non-compliant with recommended outcomes, emotive, hostile and or antagonistic.
- The post holder will be required to attend meetings relating to team and service matters and lead on the cascading of organisational changes.
- The post holder will be required to represent the organisation at external events and meetings in a competent and professional manner.
- The post-holder will be required to plan and conduct 121 meetings and other formal and informal meetings in relation to performance, attendance or other issues.
- Effective liaison with internal and external partners

Internal

- The post holder must maintain excellent communications with all colleagues across all frontline teams, staff side colleagues and back office functions to assist in ensuring the smooth operation of NHS 24 services.

External

- The post holder must maintain excellent communications with colleagues in partner boards and external organisation in support of effective partnership working and strong external relationships

8. PHYSICAL DEMANDS OF THE JOB

PHYSICAL

- The post holder will be required to work on a rotational/shift basis.
- The post holder requires standard keyboard skills, with high levels of accuracy
- Frequently be required to be on their feet throughout their shift

MENTAL

- The position necessitates a substantial amount of time multi-skilling, discussing issues, listening and report writing, through attending meetings, and utilising the telephone and Laptop/computer. The post holder operates in an environment where there are frequent interruptions through informal and formal approaches. The post-holder works in an evolving, dynamic, complex environment requiring changes to diary engagements etc. at short notice. The post holder is contactable at all times by mobile telephone while on duty.

- The nature of the role is such that the Team Manager can expect to be interrupted on a regular basis during their shift, although the nature of the interruptions is unpredictable.

EMOTIONAL

- Dealing with staff interpersonal and disciplinary issues;
- Dealing with staff and managers who are under stress
- Supporting direct reports and colleagues through transformational change
- The post holder maybe exposed to distressing circumstances, should any complainants become challenging in their approach. In such circumstances the post holder is expected to speak to patients and mitigate concerns or complaints

WORKING CONDITIONS

- The post holder is required to sit at a work station and wear a headset for periods of time, requiring prolonged levels of concentration.
- Occasionally dealing with callers who may be aggressive and/or abusive.

9. MOST CHALLENGING/DIFFICULT PARTS OF THE JOB

- The team manager is a complex role which presents conflicting priorities, such as, responding in a live and continually changing environment, balancing conflicting demands.
- Balancing the needs of the service with the expectations of the staff.
- Post holder is required to appropriately prioritise workload on a frequent basis.
- The post holder will be exposed to challenging situations, requiring skills of de-escalation, negotiation and influencing skills.
- The post holder is expected to work autonomously with support from their line manager being available.
- Managing change to meet service needs where there may be resistance and challenge to change

10. KNOWLEDGE, TRAINING & EXPERIENCE REQUIRED TO DO THE JOB

Professional Qualification

- Management qualification at HNC level or equivalent level of corresponding experience.
- Experience of analysing, interpreting and application of data

- Evidence of leadership qualities and people management skills
- Evidence of effective communication and influencing skills
- Evidence of change management experience



Person Specification



Job Title: **Team Manager**

Directorate: **Service Delivery**

Level of Disclosure check required: **Protection of Vulnerable Groups (PVG Adults & Children)**

Qualifications:	Essential	Desirable
Educated to SCQF level 7 or equivalent experience	Y	
Coaching / Management qualification		Y

Experience:	Essential	Desirable
Performance management of individuals and teams and a degree of real time and historical data analysis to support this	Y	
Experience of analysing, interpreting and application of data to achieve KPI's and manage performance.	Y	
Evidence of active engagement in performance management e.g.) coaching within the last 5 years	Y	
Experience working within a contact centre environment		Y

Behavioural Competencies:	Essential	Desirable
Performance management of individuals and teams and a degree of real time and historical data analysis to support this	Y	
Experience of analysing, interpreting and application of data to achieve KPI's and manage performance.	Y	
Evidence of active engagement in performance management e.g.) coaching within the last 5 years	Y	

Other:	Essential	Desirable
Good keyboard and communication skills (written and verbal)	Y	
Allocation and distribution of workload to meet service requirements	Y	
Evidence of working within protocols/processes and following appropriate escalation pathways when required	Y	

Contact information



For further information please contact the NHS 24 Recruitment team:

Email: recruitment24@nhs24.scot.nhs.uk

Please Note: If you experience difficulties with accessing or using JobTrain, please contact:

nhsscotland@helpmeapply.co.uk



