

Spire Healthcare – Clinical Job Descriptions

1	Job Title / Code	Physiotherapy Manager (00145)
2	Reports To	Matron / Clinical Services Manager / General Manager
3	Department	Spire Hospital

4 Job Purpose

To take a lead role in the advanced physiotherapy assessment, diagnosis and treatment of patients. These patients may have complex and/or chronic presentations.

To provide exemplary physiotherapy care for patients while managing the physiotherapy department.

To ensure the physiotherapy team delivers effective treatment to clients by providing excellent clinical and managerial leadership.

To meet AOP and effect service level in line with departmental and hospital business plan.

To market, promote and profile the service to all customer groups

5 Overall Responsibilities

1. Develop practice in the assessment of health and wellbeing needs.
2. Develop practice in addressing individual's health and wellbeing needs.
3. Establish and maintain communication with various individuals and groups on complex potentially stressful topics, across a range of situations
4. Develop own managerial and clinical knowledge and practice and assist others to continually professionally develop.
5. Develop a working environment and culture that actively improves health safety and security.
6. Develop strategies and policies for service improvement.
7. Improve quality.
8. Enable people to exercise their rights and promote their equality and diversity.
9. Lead others in the development of knowledge, ideas and work practices.
10. Delegate work to others.
11. Determine the effective use of physical and financial resources.
12. Undertake Human Resource activities for all members of the team.
13. Assist with research and development.
14. Plan, monitor and quality assure the application of technology for measurement, monitoring and treatment of patients.

6 Specific Responsibilities

- 1. Develop practice in the assessment of health and wellbeing needs.**
 - In collaboration with specialist/highly specialist physiotherapists, set and monitor the standard of physiotherapy assessment, diagnosis and treatment capabilities and competencies across the team. Ensure they are implemented and regularly audited.
 - Compare current physiotherapy practices, trends and developments against appropriate

benchmarks, ensuring the implementation of best practice.

- Explain clearly to clients whose needs are being assessed their own and others' responsibilities and how they inter-relate.
- Identify people's health needs through observation, discussion and the use of technical assessment methods, obtain informed consent prior to the commencement of the assessment.
- To be responsible as an autonomous practitioner to undertake a significant specialist clinical work load. Using clinical reasoning skills to utilise a wide range of advanced treatment skills and options in order to formulate a clinical diagnosis and specialist programme of care.
- Collect, collate and organise data, interpret all of the information and make a justifiable assessment relating to clients' physiotherapy needs, promote their wellbeing and reduce risks in the short and long term.
- Identify and discuss with colleagues the implication of assessment against their treatment, enable them to think through the risks and their effective management and the need for referral to others.
- In collaboration with specialist/highly specialist physiotherapists, provide physiotherapy advice and support on assessment approaches and conclusions to colleagues and others, using highly developed clinical and managerial expertise. This should be provided proactively and on request.

2. Develop practice in addressing individual's health and wellbeing needs

- Identify clients' goals that are appropriate to their needs, wishes and circumstances, compare current practices against appropriate evidence based benchmarks.
- Develop treatment plan appropriate to the clients general and physiotherapy needs taking into consideration the care pathway, risks and their wellbeing.
- In collaboration with specialist/highly specialist physiotherapists develop evidence based practice and be an exemplary role model.
- Obtain informed consent prior to implementing treatment. Promote clients' rights and wishes explaining to colleagues particular aspects, which may be prejudiced during the process.
- Empower colleagues to develop their own competence in using different physiotherapy interventions designed to address and promote the needs of people's health and wellbeing.
- Disseminate and apply general and specialist physiotherapy skills and knowledge to meet arising needs and issues, explain clearly to colleagues rationale and reasoning processes.
- Discuss outcomes with colleagues to enable them to think through the risks and their effective management and the need for referral to others.
- Identify and discuss with colleagues outcomes and their implication for further action.
- Utilising skills of self and team, provide advice and support on approaches to physiotherapy treatment and treatment outcomes. This should be provided proactively and on request.

3. Establish and maintain communication with various individuals and groups on complex potentially stressful topics, across a range of situations.

- Identify potential communication differences, relevant contextual factors and the risk of communicating or not communicating information at that time.
- Communicate information in a manner that is consistent with the level of culture, background,

understanding using clients preferred method, and monitor effective communication throughout.

- Communicate information in a manner that acknowledges the purpose and is appropriate to the complexity and context, being open and honest whenever possible.
- Act as an ambassador for Spire Healthcare.
- Recognise and reflect on barriers to effective communication and improve the process through change in environment, method and modification of content and structure of communication.
- Proactively use a range of skills and styles of communication with physiotherapists, HODs and SMT to improve long term goals.
- Promote and model good practice consistent with legislation and Spire Healthcare policies.
- Communicate within the hospital network to ensue good practice, learning and improving self and others helping to build consistency across Spire Healthcare.

4. Develop own knowledge and practice and assist others to continually professionally develop.

- Evaluate own knowledge and practice plans and make effective use of appropriate learning opportunities.
- Prepare for and actively take part in Spire Healthcare's enabling excellence programme and set personal development objective, which reflect physiotherapy service developments and hospital business plan.
- Undertake enabling excellence reviews of team leaders and appropriate others, ensuring every team member has a personal development plan.
- Feedback to team members allows closure of development gaps, provide specific feedback to highlight comments.
- Maintain a personal development portfolio, evaluating the currency and sufficiency of own knowledge and practice, generate and use appropriate learning opportunities, apply this to future practice development.
- Encourage and facilitate others to make realistic self-assessments and their application of knowledge and skills. Challenge complacency and actions, which are not in the clients' or the public's interest.
- Lead the development of a learning culture within Spire Healthcare, by creating a culture where continuous learning is encouraged and valued..
- Identify when service developments and thinking may benefit the practice of others and work with marketing departments to ensure appropriate publicity reaches wider forums.
- Provide specialist education and development to colleagues within Spire Healthcare and, if appropriate, to clinical and medical staff in other locations.
- Develop, identify and implement appropriate learning opportunities within and outside the workplace for both self and team and formalise in-department training plan.
- Alert senior managers to resource issues, which affect learning, development and performance.

5. Develop a working environment and culture that actively improves health, safety and security.

- Regularly assess risk to health, safety and security using the results to promote and improve practice. In collaboration with hospital Health and Safety Officer ensure appropriate documentation of near miss and adverse incidents is put on to livelink in a timely fashion.
- Ensure that the working environment is as safe as possible and complies with organisational, professional and legal requirements and guidelines.
- Take appropriate action when problems arise.
- Ensure individuals and teams are aware of their rights and responsibilities and know the factors that may adversely affect health, safety and security.
- Ensure individuals and teams are able to access suitable learning opportunities to enable them to work in a healthy, safe and productive way, and are able to voice their concerns without fear of reproach.
- Secure and allocate appropriate resources for education and training in health and safety.
- Support others in managing risk to, and improve health, safety and security.
- Act as a role model to promote health, safety and security. Engage in appropriate exercises, training and investigations, to update and extend knowledge. Encourage these characteristics within the teams.

6. Ensure the development of strategies and policies for service improvement.

- Ensure that legislation, policies and procedures are correctly applied within the teams.
- Evaluate the information available on the physiotherapy service and identify issues that the Organisation needs to address, according to changing business needs.
- Encourage team to put the patient first and challenge poor service.
- Ensure primacy of the patient while predicting the changing needs.
- Discuss and debate with relevant people the effectiveness, efficiency and appropriateness of physiotherapy services.
- Pay particular attention to risks and priorities, service issues, and the impact of strategies on service development and delivery, which could impinge upon the annual operating plan.
- Agree with others the specification for the Physiotherapy Service. These should be timely and reflect resource availability, benchmarks, and individuals' roles and responsibilities.
- Lead the development of effective information and support for service improvement, working with others to identify the effectiveness of the service against agreed criteria.
- Actively encourage, and use, ideas and suggestions from all members of the perioperative team.
- Support, stretch and challenge while recognizing and appreciating high quality work by team members.
- Oversee the formulation of Organisational policies and procedures, with particular attention to physiotherapy.
- Undertake own agreed areas of responsibility effectively alerting other decision-makers to issues, which affect developments within the specialty of physiotherapy.

- Work with others to evaluate strategies and policies following their implementation, make the necessary changes as a result of feedback and contextual development.

7. Improve quality.

- Act as a leading role model in quality improvement offering advice and support to others.
- Maintain continual professional development in quality improvement, make recommendations on how quality in own area of work can be improved.
- Alert others to new developments and the implications of this to their practice.
- Enable others to understand their contribution to quality against expected standards and evidence, while assessing and managing risks to quality. Ideas and suggestions for improvement should be offered.
- Enable and energise others to take an active role in auditing, meeting within formal and informal networks allowing pertinent issues to be addressed and resolved.
- Continuously monitor activities against quality standards, anticipate factors that may reduce quality and take effective action to address them.
- Begin the investigation of incidents and complaints immediately.
- Constantly look for ways of 'doing things smarter'.
- Review changes in practice and the extent to which quality has been improved.

8. Enable people to exercise their rights and promote their equality and diversity.

- Interpret the rights and responsibilities of people in ways that are consistent with legislation and policies.
- Value diverse professional experience.
- Build openness and trust within the team demonstrating this trait within all your working practices.
- Actively promote equality, diversity, rights and responsibilities treating everyone with respect whatever the situation.
- Provide clear, up-to-date information and support to people on exercising their rights and making a complaint.
- Develop solutions that are capable of wider application when rights have been compromised.
- Monitor the effectiveness of equality, diversity and rights policies and procedures, regularly review how they are being implemented and provide support to improve effectiveness.
- Challenge discrimination by individuals and oppression by Spire Healthcare and other organisations.
- Develop solutions that are capable of wider application when people's equality, diversity and rights have been compromised. Monitor their effectiveness providing additional support when necessary.

9. Lead others in the development of knowledge, ideas and work practice.

- Identify clearly the wider benefits of developing knowledge, ideas and work practices.

- Establish with others goals and methods for developing physiotherapy knowledge, ideas and work practices, and inspire others with values and vision for the future linked to achieving AOP and meeting business plan objectives.
- Lead others in taking forward clearly articulated values and visions.
- Challenge those who's views and actions are not consistent with developing knowledge and practice and a learning culture within the team.
- Link the development of knowledge, ideas and work practices to the role, functions, interests and concerns of others.
- Support and encourage others to understand their contribution, offer suggestions and ideas, and take an active part in developing knowledge and practice.
- Enable people to communicate their views about improvements and listen to what they are saying, developing an open door no blame culture
- Identify the reason for rejecting ideas and recommendations and offer suitable alternatives.
- Overcome barriers to improvement including those within senior and influential positions.
- Maintain and sustain the vision and objectives of improvements until they are firmly embedded into culture, values and activities.
- Support and encourage people to understand their contribution towards challenging tradition and successfully managing change for the enhancement of working practices with the physiotherapy specialty.
- Accept responsibility for any arising problems and tensions and use these to inform future practice.
- Recognise, communicate and reward achievements.

10. Delegate work to others.

- Act in a manner which promotes equality of opportunity to all those who have the necessary ability or potential to take on delegated responsibility and authority.
- Delegate responsibility and authority to people who are capable of delivering the required outcomes. Be clear, explicit, and allow sufficient time for action. Inspire commitment and enthusiasm.
- Agree clear and specific targets that are consistent with activity and hospital business plan. Ensure fair and timely review.
- Allocate and provide sufficient resources and support for treatment activities to take place in an agreed time scale.
- Accurately identify problems and possible solutions whilst maintaining people's autonomy and authority.
- Promote the benefit of delegated work to others clearly and effectively.
- Identify threats to delegated work and take the appropriate action to counter them.

11. Determine the effective use of physical and financial resources.

- Give those who use resources opportunities to provide information. Negotiate and agree on the resources that are needed and how they should be used in line with AOP.

- Make and present to the relevant people recommendations on resource availability, taking into account relevant past experience, and financial and productivity data.
- Take account of present trends, developments and other factors that are likely to affect resources and their use. This must relate to Spire Healthcare objectives and strategies.
- Offer financial justification and sufficient valid information to allow a realistic evaluation. Emphasise benefits.
- Analyse the financial performance of the team in terms of cost effectiveness and return on investments.
- Communicate business decisions in a positive manner in alignment with organizational policy and senior managers' decisions.
- Clarify and resolve any areas of uncertainty or disagreement, until business decision is made.
- Negotiate resource availability and use in a manner which maintains good working relationships and is completed within an agreed time scale.
- Monitor and control resource availability and if necessary use corrective action when there is a variation from plan.
- Maintain accurate, legible and complete records of resource availability and usage make them available to authorised people on request.

12. Undertake Human Resource activities for all members of the team.

- Select individuals for posts within the team using agreed methods based on objective assessments against agreed selection criteria.
- Induct all new members to the team clarifying rules, policies and procedures that apply to each employee acknowledging standard of performance that is expected.
- Continue to monitor the performance of all team members on an ongoing basis and formally provide feedback at least every six months through the enabling excellence process.
- Manage the Grievance and Disciplinary Policy and Procedure as appropriate regarding team members work, working environment or working relationships.
- Manage sickness and absence within the team, monitor absence rate statistics, with sickness and absence interviews at the earliest opportunity. Ensure team members know what is expected of themselves and their work activity and attendance.
- Support business redesign within the team members' working patterns and practices.
- Suggest workforce requirements that meet organisational needs and legal requirements.
- Undertake the Service Organisation Profile within the team and feedback personal and departmental action plans to the team at the earliest opportunity.

13. Assist with research and development

- Identify with the team the research and development activities to be undertaken and confirm with them how this is to be done.
- Communicate appropriately with those involved throughout the process.
- Report any issues to the appropriate person as soon as possible.
- Ensure the results of the research and any developmental activities are available at the time

that they are needed and in the form required.

14. Plan, monitor and quality assure the application of technology for measurement, monitoring and treatment.

- Set up physiotherapy equipment for routine and invasive/non-invasive monitoring of patients' physiological functions as appropriate.
- Adjust client management strategies to meet the monitoring requirements prior to application and administration of technology.
- Use the most appropriate, effective and available equipment according to the patients' needs. Ensure department policy regarding equipment maintenance and failure is adhered to.
- Obtain informed consent.
- Prepare patient equipment, environment materials appropriately to reduce the risk of the procedure.
- Communicate with the patient throughout the application providing evidence of safe and good practice.
- Interpret the results accurately referencing them to the appropriate normal values. Make recommendations and report results based on valid interpretation of the available information and in the context of the whole procedure.
- Quality assure equipment and technology functioning and outcomes comparing overall performance with standards and benchmarks.

7 Qualification, Training and Experience

Competence across a range of physiotherapy, management and leadership skills supported by professional and specialist knowledge following degree (BSC Physiotherapy) or equivalent.

Evidence of at least 5 years post registration continual professional development and demonstrate relevant managerial and clinical background.

Registration with the Health Professions Council and the Chartered Society of Physiotherapy.

8 Judgment Skills

Involves highly complex physiotherapy and managerial facts or situations, which require analysis, interpretation and comparison across a range of options.

Exhibit high performances practices to customers.

Think strategically while being commercially astute.

9 Freedom to Act

Autonomous practitioner, responsible for day to day management of self. Guided by principles and broad occupational policies and regulations, following general professional guidelines and standards from the Chartered Society of Physiotherapy, Health Professions Council and Spire Healthcare policies and procedures.

Manage teams and allocate teams' activities while managing and developing individuals.

10 Dimensions

Demonstrate own activities or workplace routines to new or less experienced employees in own work area. Offers specialist education and guidance to others. Provides clinical supervision to other staff.

11 Environment

The post holder will function within a unpredictable, yet structured work pattern, which requires moderate physical skills, which are normally obtained through practice over a period of time. There will be short moderate bursts of activity during the provision of personal care to patients. Highly developed clinical reasoning and managerial ability requiring significant mental effort will be required during the assessment and treatment of patients and analysis of care documents and reports.

The post holder will work within a pleasant physiotherapy unit.

I have read, understood and accept this job description

Name : _____ **Signature :** _____
Position : _____ **Date :** _____