

JOB DESCRIPTION

1. JOB IDENTIFICATION

Job Title: Service Manager – Mental Health and Addictions and Forensic Pathway

Reports to: Head of Adult Services Mental Health, Learning Disability, Lifelong Conditions

Department, Ward or Section: Argyll & Bute

Operational Unit/Corporate Department: Argyll & Bute Health and Social Care Partnership

Job Reference:

No of Job Holders: 1

Last Update (insert date): New Post

2. JOB PURPOSE

To be accountable for the management and delivery of a range of services for Mental Health and Addictions for Argyll & Bute Health & Social Care Partnership incorporating operational, strategic and quality aspects combined with the future development of the service.

The vision of Argyll and Bute Council and NHS Highland is that the people in Argyll and Bute will live longer, healthier, happier, independent lives. The core values of Argyll and Bute Council and NHS Highland are: compassion; respect; integrity; team work; equality; fairness; transparency; efficiency; improvement; involvement ,co-production and a person centred approach.

The main purpose of integration is to improve the wellbeing of people who use health and social care services, particularly those whose needs are complex and involve support from health and social care at the same time. The Integration Scheme is intended to achieve the National Health and Wellbeing Outcomes.

Argyll and Bute Integration Joint Board will plan for and deliver high quality health and social care services to and in partnership with the communities of Argyll and Bute.

- Ensures robust governance arrangements through the HSCP including direct liaison with the Head of Adult Services
- Provides visible leadership, directing and supporting the achievement of local and national priorities and targets.

Strategic and operationally manages all Mental Health, Addiction staff working in clinical and social care settings, including those working in support roles.

- Is accountable to the Head of Adult Services Mental Health, Learning Disability, Lifelong Conditions for the delivery of high quality, safe and effective clinical and social care services
- Leads on planning, developing and redesigning services across Argyll & Bute
- Is responsible for specific initiatives/projects agreed with the Head of Adult Services
- Leads on identified services as delegated by the Head of Adult Services This may include specific responsibility for residential homes and other sites as appropriate.

3. DIMENSIONS

Strategic and operational responsibility for the delivery of Mental Health and Addictions Services across Argyll & Bute.

Manages all Mental Health and Addictions Services budgets, SLA's and commissioning arrangements across Argyll & Bute

HSCP Annual budget : £265

Staff head count: 3000 approx

Population: Argyll and Bute 89,200 approx

Geography: 2,700 miles of coastline, 23 inhabited islands and 6 main towns.

Operational Unit Budgets: Mental Health - circa £8.885m, Addictions - circa £1.184m

Area:

Argyll and Bute HSCP comprises a remote and rural environment including a number of inhabited islands (Isle of Bute in this area). This provides significant challenges in providing health and social care services, with a limited internal transport and communications infrastructure. There is also a large additional visitor population in summer and winter.

To achieve effectiveness across the organisation a matrix management approach and collaborative working is essential. This will require explicit agreement between post holders to facilitate new ways of working and clarity of roles and expectations of staff.

Line management / staffing responsibility : for all Adult Mental Health and Addictions Services across Argyll & Bute.

Service Managers will adopt responsibility for all staff Argyll & Bute wide in Health and Social Care in their portfolio service areas e.g. Mental Health which will previously have been under the line management of the 8B/LGE14 General Posts of Locality Manager and the 8A/LGE13 Local Area Manager e.g. professional leadership/team leads/equivalent grades.

A further restructure under the new portfolio approach involving both health and social care staff will be undertaken. This is with a view to least impact on front line services.

Budgetary responsibility: Budget for all Adult Mental Health and Addictions Services across Argyll & Bute.

4. ROLE OF DEPARTMENT

Delivery of Adult Mental Health and Addictions Services in Argyll and Bute. These are developed, supported and facilitated by the HSCP.

The HSCP will be action focussed and will provide a clear two-way link between strategic direction and local solutions.

This will involve Councillors, relevant managers, community representatives and representatives of professional groups (including Social Work, Nursing and GPs). The Health and Social Care Partnership is responsible for the planning and delivery of health and social care services across Argyll & Bute. This includes direct management responsibility for Social Care Services and for all Health services that are agreed to be within the HSCP Agreement.

To lead the delivery and provision of Adult Health and Social Care Services including:

- **Inpatient Mental Health and Addictions care**
- **Outpatient Mental Health and Addictions care**
- **Social work**
- **Addictions**
- **Dementia community team**
- **Consultant team**
- **Emergency psychiatric care**
- **Adult Support and Protection**
- **Locality based Community Mental Health teams**
- **Community Mental Health Team - A&B provision and SLAs with NHS GG&C**
- **Specialist Education Support/Projects**
- **Provision of service delivery plans to Area managers**
- **Mental Health Officers**
- **Specialist Nursing/Advanced Nurse practitioners**
- **Clinical provision in psychological services**
- **Other as directed by Head of Service**

The purpose of the HSCP is to:

To develop integrated Health and Social Care Services in partnership with other organisations to provide an efficient and effective service and achieve Local Outcome Agreements.

To review all procedures, policies and practice guidelines in relation to Adult Services and to ensure that such are in keeping with best practice, Government circulars, Council objectives and legislation.

To ensure that the quality of services provided are of the highest possible standards and Strategic and Service Plans address the needs of all communities throughout Argyll and Bute

The main purpose of integration is to improve the wellbeing of people who use health and social care services, particularly those whose needs are complex and involve support from health and social care at the same time. The Integration Scheme is intended to achieve the National Health and Wellbeing Outcomes.

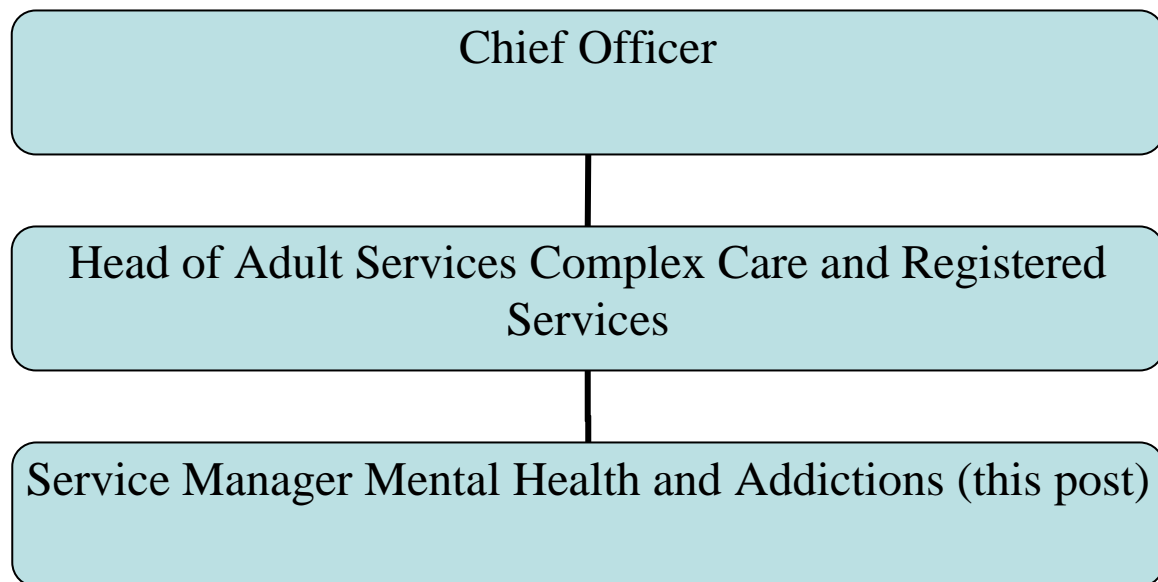
Argyll and Bute Integration Joint Board will plan for and deliver high quality health and social care services to and in partnership with the communities of Argyll and Bute.

Argyll and Bute Integration Joint Board will set out within its Strategic Plan how it will effectively use allocated resources to deliver the National Health and Wellbeing Outcomes prescribed by the Scottish Ministers in regulations under section 5(1) of the Act, namely that:

- People are able to look after and improve their own health and wellbeing and live in good health for longer.
- People, including those with disabilities or long term conditions or who are frail are able to live, as far as reasonably practicable, independently and at home or in a homely setting in their community.
- People who use health and social care services have positive experiences of those services, and have their dignity respected.
- Health and social care services are centred on helping to maintain or improve the quality of life of people who use those services.
- Health and social care services contribute to reducing health inequalities.
- People who provide unpaid care are supported to look after their own health and wellbeing, including reducing any negative impact of their caring role on their own health and wellbeing.
- People using health and social care services are safe from harm.
- People who work in health and social care services feel engaged with the work they do and are supported to continuously improve the information, support, care and treatment they provide.

- Resources are used effectively and efficiently in the provision of health and social care services. Any other National Health and Well Being outcomes prescribed by the Scottish Ministers.
- Improve the health of the local population and reduce inequalities in health
- Ensure achievement of National targets and the implementation of the Local Delivery Plan
- Manage and improve local health and social care services
- Access high quality specialist care for the population
- Lead and support the development of Primary Care
- Ensure effective and efficient use of resources and achievement of efficiency targets.

Organisation Chart



6. MAIN TASKS, DUTIES AND RESPONSIBILITIES

Corporate management/service planning

- To direct, lead, manage and be accountable for the planning and delivery of services in line with the Scheme of Delegation and Accountability, and to use the integrated model to ensure comprehensive Mental Health and Addictions services for adults throughout Argyll & Bute.
- To be responsible for developing a Forensic Mental Health pathway and to have an overview of this.
- To support staff to enhance recovery networks across Argyll & Bute where required.
- To have an understanding and be proactive in the reporting requirement to Scottish Government
- To be experienced in all aspects of Ward Management including safe staffing and patient care
- Management and overview of those services commissioned through the Independent/third sector.
- Required to have an understanding of CAMHS and be involved in developing the transition pathway with children's services. This should be underpinned by an understanding of GIRFEC principles.
- Support collaborative working with Learning Disability to ensure pathways are in place to support LD patients in crisis or requiring support
- To have a working knowledge of psychological therapies and the development of psychological therapies for Argyll & Bute
- To work collaboratively with the Head of Service to further develop pathways for IPCU and for Eating Disorders
- To have a management overview of the Mental Health Team and of Guardianship orders across Argyll & Bute
- To have responsibility for the Addiction Service Team and overview of the support work from the Alcohol and Drugs Partnership
- To have an overview of the Children Affected by Parental Substance Misuse(CAPSM) and ensure Addictions Teams work collaboratively with Children's Services to develop this work
- To underpin the corporate agenda by redesigning and being accountable for services to meet local and national targets within allocated resources.
- To develop service delivery plans in line with local needs and the agreed corporate strategy, involving local staff, service users, carers and the community in this process so that they meet local need.
- To be accountable for the design, implementation, management and evaluation of service plans addressing local and national priorities.
- To redesign services involving multidisciplinary teams, securing ownership across a range of stakeholders within Argyll & Bute
- To have accountability and responsibility for the governance, risk management and health and safety agendas within Mental Health and Addictions identifying, managing and escalating risk appropriately.
- To lead on specific projects assigned by the Head of Adult Services Mental Health, Learning Disability, Lifelong Conditions
- To develop and manage Contracts and Service Level Agreements in accordance with the strategic plan and good commissioning practice.
- To redesign services while ensuring robust clinical, social care, financial and staff governance.

Functional leadership

- To ensure managers develop individual objectives and personal development plans and create a vision of personal continuous improvement for all staff.
- To direct and be accountable for the implementation of corporate strategy within Argyll & Bute through the

work of key professionals.

- To be responsible for the performance management of individuals throughout Mental Health and Addictions services.
- To lead and manage the development and delivery of services within Argyll & Bute, ensuring effectiveness, efficiency and integration of all services at local level.
- To direct, manage and be accountable for service change, reflecting local, regional and national initiatives.
- To provide management advice across all levels of management for Mental Health, Addictions services.
- To assist staff to develop and monitor service standards by acting as an interface between strategic and operational management.
- To provide leadership and strategic direction to all Mental Health, Addictions staff in the face of conflicting guidance within and between professional groups, in line with current legislation and evidence based practice.
- Ensure legal responsibilities under the Adult Support and Protection Act are fulfilled to ensure that adults at risk of harm are protected through multi-agency work and the appropriate legal framework
- To provide intuitive leadership in volatile and complex situations.
- To provide cover as required in the absence of the Head of Adult Services Complex Care and Registered Services

Service Redesign

- To oversee, manage and take the lead role in service redesign to ensure effectiveness and responsiveness as part of the network of comprehensive integrated services.
- To develop business cases and service plans in conjunction with partners in the statutory and voluntary sector.
- To access funding to support the development of services from a variety of sources e.g. remote and rural projects, deprivation zone funding, voluntary sector.
- To be responsible and accountable for the leadership and management of complex projects (both revenue and capital), implementing them within agreed timescales and within available resources.
- Use research findings to evidence best practice and inform the development of services.

Patient/service user focus

- To facilitate the involvement of service users and carers in planning, review and development of services at all levels.
- To establish and develop partnership working with all stakeholders within and external to A&B HSCP; to anticipate area wide clinical and social care need, and to monitor clinical and social care effectiveness and service efficiency.
- To be responsible for involving patients, clients, carers, staff, service users and other external organisations in the redesign of services.
- To work with local community groups to achieve a local community perspective and a shared understanding of issues.
- To meet with MPs and MSPs elected members and Board members as required providing a perspective on Mental Health and Addictions issues

Regional and national working

Regional and National Working

- Contribute, as appropriate, to the A&B Health and Social Care Partnership and Board and Regional developments reflecting experience within A&B Council and NHS Highland and adding value to work within the Operational Unit.
- To ensure an ongoing working relationship with Scottish Government regarding reporting and performance
- To foster good and effective partnership arrangements with a range of partners
- Communicate and engage with a wide range of people through all disciplines within the Area and Operational Unit, the A&B Health and Social Care Partnership, wider Council and NHS Highland. Post holder requires good communication skills, tact, or patience in order to get complex messages understood and acknowledged. The skill set must include the ability to motivate, negotiate, present and persuade groups of staff who may on occasions be hostile to the information being relayed.
- Communicate changes/new ways of working so that all are aware and understand. Some staff may not

agree or adapt to change necessitating a high level of influencing and persuasive skills.

- Utilise listening and reflective skills with the ability to negotiate and reach satisfactory conclusions.
- Manage conflict positively, listening to and guiding staff in the agreed course of action to remedy conflict.
- Be aware of and improve organisational cultures, the nature and use of different approaches and to be adaptable and sensitive in a range of communication skills to facilitate these differences
- Ensure the effective interpretation of operational data, producing and organising information in a way that allows all staff to understand the local priorities in the context of the wider agenda.
- Work within a matrix model ensuring clear alignment of operational priorities with professional requirements

Working collaboratively

- Ensures robust governance arrangements including direct liaison with Area Managers and Children and Families Services.
- To provide HSCP leadership and representation in local community planning forums

In addition, represent the HSCP on relevant external bodies/committees; deputise for Head of Service when appropriate; chair / attend Committees as required; and ensure that all regulations and procedures (including the Council's Standing Orders and Financial Regulation, and NHS Standing Financial Instructions) are adhered to.

Ensures robust governance arrangements through the Argyll & Bute including direct liaison with the Area Managers.

- Communicate and engage with a wide range of people through all disciplines within the Area and Operational Unit, the A&B Health and Social Care Partnership, wider Council and NHS Highland. Post holder requires good communication skills, tact, or patience in order to get complex messages understood and acknowledged. The skill set must include the ability to motivate, negotiate, present and persuade groups of staff who may on occasions be hostile to the information being relayed.
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Lead, support and develop staff

- To create a positive culture in which Staff Governance is a key priority for all local leaders/ managers.
- To lead and develop local leaders and managers, creating capacity and infrastructure for the future.
- To lead, develop, and be accountable for Personal Development Planning and Review for all staff within the Mental Health, Addictions Services, taking into account the different systems in place for Healthcare and social care staff respectively
- To lead, plan, and undertake an effective Training Needs Analysis based on the needs of the individual and the organisation to ensure achievement of the Staff Governance standard.
- To support departmental managers to develop individual objectives and personal development plans and to create a vision of personal continuous improvement for all staff.
- To line manage key professionals and be accountable for the implementation of corporate strategy within Mental Health and Addictions Services.
- To be responsible for ensuring that there are communication and audit systems that demonstrate quality improvement and measurable benefits to all stakeholders across the organisation, e.g. caseload analysis.
- To chair disciplinary, grievance and other hearings and make decisions in line with the HSCP/NHS Highland/A&B Council delegated authority.

Clinical Governance

- Ensure there will be no avoidable injury or harm to people from healthcare, advice or support they receive, and an appropriate, clean and safe environment will be provided for the delivery of healthcare services at all times
- Ensure services and care are safe, effective and timely and use best evidence based practice
- Encourage and lead use of serious incident review, near misses, complaints, audit data to help staff and organisation to learn and continuously improve service

Resource/performance management

- To exercise overall control of all resources for Mental Health and Addictions Services within performance management arrangements of HSCP and Performance Assessment /Framework.
- To inform and have overview of contracts with external agencies
- To work with team leaders to ensure long and short term sickness is effectively managed within NHS Highland/A&B Council policies.
- To prepare and present capital and revenue bids.
- To lead and be accountable for the implementation of HSCP strategies and performance management arrangements e.g. Staff Governance, Financial Governance, Risk Management and Health and Safety within the HSCP Performance Assessment Framework.
- To lead, develop and implement auditable reporting systems based upon effective and current information strategies.
- To lead, develop and implement effective financial strategies across Argyll & Bute including Action 15 funding and reporting to the Scottish Government
- To have direct budgetary responsibility for resources for Mental Health and Addictions Services. This includes the acquisition of sufficient funding for services.
- To be an Authorised Signatory in accordance with the Standing Financial Instructions and Delegated Levels of Authority.
- To lead the development of for Mental Health and Addictions Services across the Argyll & Bute working in conjunction with key partners including, Childrens Services, Education, Strathclyde Police and the Voluntary Sector, Third Sector and other community planning partners
- To effectively manage delegated budgets for the service area.
- To maintain a database of all services and service developments through the effective use, maintenance and management of the CareFirst system to ensure an efficient and equitable delivery of services across the Argyll and Bute.
- To ensure the effective implementation of Health & Safety procedures and report any shortfalls to senior management.
- To ensure the effective administration of all personnel procedures within Mental Health and Addictions Services.
- To ensure that all services meet the required national standards set by NHS HIS and Care Inspectorate for adult and health and social care services.
- To reduce the risk as far as possible of infections and other healthcare acquired injuries to all people accessing health and care services

7a. EQUIPMENT AND MACHINERY

- Computers and associated hardware/software/accessories
- Telecommunications and video conferencing equipment

- Audio-visual aids

7b. SYSTEMS

- Computer software including e-mail, internet, intranet PowerPoint, excel, Lync
- Management and authorisation of travel and expenses claims forms
- Analysis of activity data – out of hours, bed occupancy, waiting lists.
- Supplies/equipment ordering systems
- Payroll
- Management accountancy systems
- Absence monitoring systems
- DATIX reporting
- Caerefirfirst

8. ASSIGNMENT AND REVIEW OF WORK

- Function autonomously but link into and have regular contact with the Head of Adult Services.
- Work is self-directed within the priorities and objectives of the Argyll and Bute Health and Social Care Partnership.
- Work is reviewed formally through the Personal Development Planning process by the Head of Adult Services on an annual basis.
- Work is generated in relation to professional / functional development and local need in accordance with local and national policy and direction, as well as by Corporate Management and Board requirements.
- Work is both dictated by operational service requirements and the strategic visions of the Argyll and Bute Health and Social Care Partnership. The post holder will therefore be required to plan for and react to the operational needs of the service, and also to undertake work assigned by others such as the Chief Officer and senior managers across the Board.
- Required to participate in management on-call rota to provide advice as requested

9. DECISIONS AND JUDGEMENTS

- Take appropriate action to facilitate effective working through Mental Health, Addictions Services.
- Make autonomous decisions, analysing and acting on information using comprehensive knowledge, skills and experience of the service.
- Manage the budget for Mental Health, Addictions Services making independent decisions about resource expenditure and priorities within budgetary limitations.
- Through the training needs analysis (TNA) and PDP process identify staff learning and development requirements and prioritise and allocate resources.
- Review, amend and re-profile staffing establishments, skill mix, vacant posts and reallocation of resources.
- Chair disciplinary hearings and taking appropriate action.
- Complaints responses – investigating officer including interviewing complainant and staff, responding to complaint and taking appropriate action as necessary. Involvement in mediation process if appropriate.
- Interviewing and selection – chair panels. Appoint successful candidate and feed back to unsuccessful candidates on performance at interview

10. MOST CHALLENGING/DIFFICULT PARTS OF THE JOB

- Working in an integrated health and social care environment, developing effective working relationships through the new and innovative HSCP model
- Ensuring that social and healthcare is seamless and integrated.
- Working with staff groups who come from different backgrounds, have different sets of terms and conditions, and different approaches to resolving issues in the workplace
- As a consequence of different organisational policies, the correct application of procedures to appropriate staff within the area is important to avoid HR Risk. The Post holder will require to appreciate issues arising from different organisational cultures and backgrounds and seek to create integrated working across staff groups where the staff have experienced diverse management arrangements.
- Handling conflict and facilitating changes within the service, motivating staff at all levels to achieve a high standard of care.
- Developing leadership across the Argyll & Bute and managing and directing the change process whilst contributing to the emerging HSCP and changing organisational structure.
- Identifying savings and influencing clinical/care staff to deliver these.

11. COMMUNICATIONS AND RELATIONSHIPS

- Requires advanced skills in team-building and convincing staff of the need for change while moving towards a fully-integrated model of health and social care
- Communicates changes/new procedures etc so that all are aware and understand. Some staff may not agree or adapt to change necessitating a high level of influencing and persuasive skills.
- Give formal and informal presentations to staff, colleagues and local community representatives.
- Manage conflict by non-aggressive responses, listening to and guiding staff in the agreed course of action to remedy conflict.
- Be aware of varying organisational cultures, the nature and use of different approaches and to be adaptable and sensitive in a range of communication skills to facilitate these differences.
- Ensure the effective interpretation of complex strategic and operational data, producing and organising information in a way that allows all staff to understand the local priorities in the context of the wider agenda.

12. PHYSICAL, MENTAL, EMOTIONAL AND ENVIRONMENTAL DEMANDS OF THE JOB

Physical Effort

- Driving frequently in rural areas
- keyboard skills
- Limited requirement for physical effort

Mental Effort

- Unpredictability of workload – daily
- Concentration, decision making and organisational skills to cope with competing demands
- Mental and emotional resilience to be able to respond to high demands of the post.
- Particular challenges of communicating with a large number of staff working over 24 hours 7 days a week.
- Juggling competing demands of operational management with other aspects of the role.
- Mental agility to understand and evaluate multiple scenarios and potential outcomes
- Manage multiple projects and their conflicting priorities and demands on time.
- Frequently re-organise the working day to respond to a variety of operational and strategic demands

Emotional Effort

- Dealing with staff that are having personal difficulties that may affect their employment.
- Dealing with staff who have long term illness
- Dealing with staff who have performance issues including capability and competency
- Meeting with staff to give information that may cause distress e.g. service change
- Meeting with patients, clients and/or relatives to discuss complaints
- Supporting staff through the complaints process, where appropriate
- Frequent direct exposure to the personal and professional concerns of staff, which need to be managed in a sensitive and confidential manner.
- Coping with the emotional draining effect on self, following contact with patients or clients and staff who may be abusive and aggressive. The ability to defuse such situations is essential.

Work environment

- Mainly office based but regular visits to clinical areas, and other health or social care areas, including residential care or people's own homes.

13. KNOWLEDGE, TRAINING AND EXPERIENCE REQUIRED TO DO THE JOB

- a) The post holder will be educated to degree level with a minimum of 5 years' experience as a middle/senior manager in the NHS, local authority or similarly complex organisation, preferably with a recognised and appropriate postgraduate or other relevant qualification OR be able to demonstrate knowledge at this level
- b) The post holder must hold a specific qualification/experience in Mental health or Addictions.
- c) The post holder must be a qualified Social Worker registered with SSSC, or registered with NMC or HPCP, or have equivalent management qualification.
- d) Evidence of operational management in with Mental Health, Addictions, Adult Services, Social Work and Adult Protection practice
- e) Demonstrable understanding of the social and political agenda relating to the provision of health and social care
- f) Understanding of the Corporate Agenda, and a commitment to Corporate Governance
- g) The post holder will require to have a working knowledge of statutory requirements of Adult Support and Protection and the Adults with Incapacity Act.

Knowledge and Experience required for the post:

- a) Exceptional knowledge of practice and proof of continuous personal development in the areas of Mental Health, Addictions .
- b) Professional leadership and vision
- c) Strategic planning and analysis
- d) Excellent people management skills, managing conflict and motivational skills
- e) Confidence and self belief with the ability to recognise own strengths and weaknesses
- f) Innovative thinking
- g) Change management and problem solving skills and experience
- h) Results orientation, focusing on the needs of the patient and the general public
- i) Influencing and negotiating skills and a consistently effective communications capability
- j) Understand national policy and political context and sensitivities
- k) Ability to adapt to changing strategic forces and direction
- l) Influencing with impact
- m) Willingness to work in partnership
- n) Culturally and politically aware/sensitive
- o) Information management orientated/IT literate
- p) Presentation and communication skills
- q) Well developed interpersonal, strategic and technical skills
- r) Stature to earn confidence and respect within NHS Highland.

- s) Partnership working
- t) Change management and OD skills
- u) Strategic planning and analysis.
- v) Understanding of corporate agenda and commitment to corporate governance.
- w) Project management experience
- x) Financial Management skills and experience of managing pay and non pay budgets
- y) Information management orientated/IT literate
- z) Knowledge and understanding of research methods and the ability to scrutinise and evaluate research

14. JOB DESCRIPTION AGREEMENT

I agree that the above Job Description is an accurate reflection of my duties and responsibilities at the date of signing.

Job Holder's Signature:

Date:

Manager's Signature:

Date: