

JOB DESCRIPTION

1. JOB IDENTIFICATION

Job Title: Head of Service Home First, Community Rehabilitation and Reablement

Responsible to (insert job title): Operations Director

Edinburgh Health and Social Care Partnership Department(s): Home First and Community Support

Operating Division: Edinburgh Health and Social Care Partnership

Job Reference: 234886

No of Job Holders: 1

Last Update: 01/02/24

2. JOB PURPOSE

Lead the implementation of Edinburgh Health and Social Care Partnership's (the Partnership) strategies in the service through management of the City of Edinburgh Council (The Council) and NHS Lothian (NHSL) discharge management, Community Allied Health Professional, day care, carer support and care at home services, including responsibility for joint budgets and accountability for achievement of all targets. This includes line management of NHS Lothian and City of Edinburgh Council managers of Integrated Services.

Lead the provision of the services to ensure that the population of Edinburgh receives high quality assessment, rehabilitation, care, support and treatment in the community and engage directly with NHS services on the prevention of admission and the facilitation of early discharge from hospital.

Lead the development of strategy and the transformation and integration of The Council and NHS discharge management, rehabilitation, Community Allied Health Professional, day care, carer support and care at home services with a focus on improving quality and safety, maximising rehabilitation and individual capacity and early intervention to reduce future demand on services.

Lead the relationship with statutory and non-statutory partners and commissioned services to shape services to deliver these objectives.

3. DIMENSIONS

The Edinburgh Health and Social Care Partnership has an overall budget of c. £643m. The post-holder will manage a net budget in the region of £80m. This includes :

HOME 1ST ETC £M	STAFF	NON- STAFF	INCOME	NET TOTAL
CEC	25	49	-3	71
NHS	9	0.5		9.5
TOTAL	34	49.5	-3	80.5

Staffing Costs c34m.

Purchasing budgets for health care, social care and rehabilitation c50m.

The services managed are:

NHS Home First Service

NHS Discharge Hub

NHS Community Therapy Services (Occupational Therapy, Physiotherapy and Musculoskeletal Physiotherapy)

Council Carers Service

Council Day Care Services

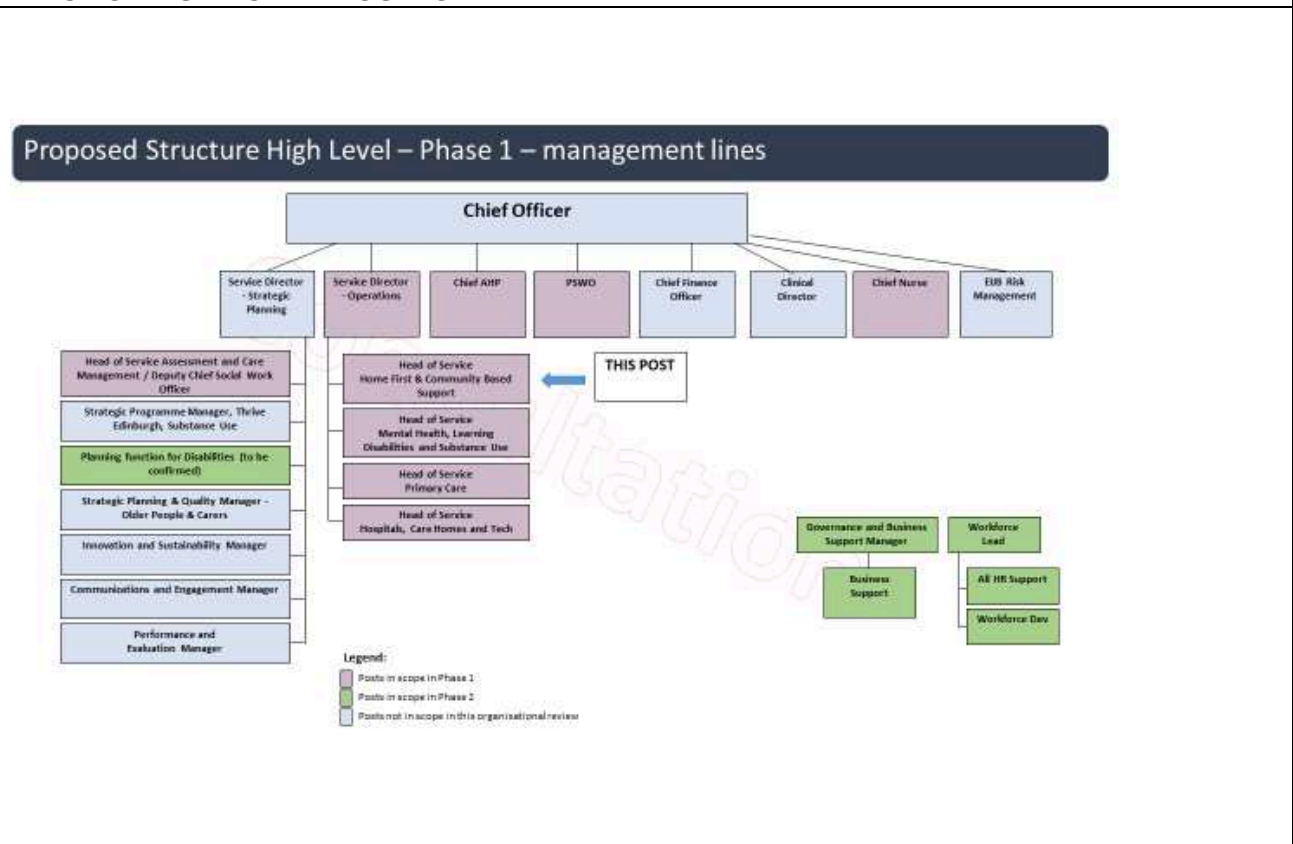
Council Home Care Services (in house and contracted)

The post-holder's responsibilities will impact on the city wide population of 526,000 and 244,738 households with significant inequality between affluent areas and pockets of deprivation.

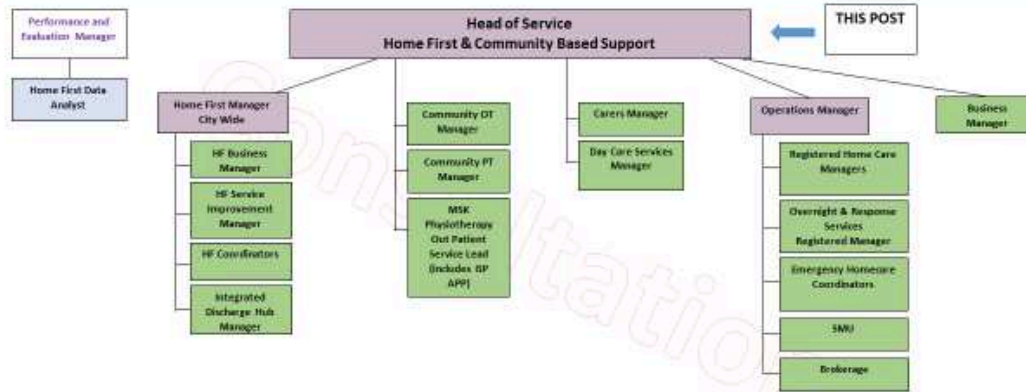
The post holder will manage staff and services from both NHS Lothian and City of Edinburgh Council, and in conjunction with third sector partners.

The post-holder will manage in the region of 750 WTE employees and these will cover a range of staff disciplines including Nursing, Occupational Therapy, Physiotherapy, Day Care and Homecare. The service is also responsible for c10 regulated care services.

4. ORGANISATIONAL POSITION



Proposed Home First & Community Based Support structure – Phase 1 – management lines



Legend:

- Posts in scope in Phase 1
- Posts in scope in Phase 2
- Posts not in scope in this organisational review

5. ROLE OF DEPARTMENT

The Integration Joint Board's responsibility is to plan, manage and deliver community and bed based health and social care services for the population of Edinburgh. It will be responsible for managing the budgets and will have the delegated authority to deliver integrated health and social care services in Edinburgh.

It will:

Create capacity to deliver services more innovatively, effectively and efficiently involving staff in NHS Lothian, the City of Edinburgh Council, the voluntary and independent sector providers and all stakeholders.

Shape services to meet local needs by directly influencing NHS Lothian and Council planning, priority setting and resource allocation through securing effective public, patient and carer involvement.

Integrate health and social care services within the community and between acute hospital care and community care underpinned by service redesign and clinical networks and by appropriate contractual and financial systems.

Work to improve health and tackle inequalities in health and promote policies that address poverty, deprivation and public protection.

Deliver health and social care services as set out in the Strategic Commissioning Plan.

6. KEY RESULT AREAS

1. To support the Partnership, NHS Lothian and City of Edinburgh Council values related to quality, teamwork, care and compassion, dignity and respect, and openness, honesty and responsibility through the application of appropriate behaviours and attitudes.

Service Delivery

2. Lead and manage the development, planning and delivery of health and social care discharge management, rehabilitation, Community Allied Health Professional, day care, carer support and care at home services to ensure the effectiveness and efficiency of these services, in support of the strategic and service objectives of the Integration Joint Board (IJB), NHS Lothian and City of Edinburgh Council. This includes accountability for managing services to meet national targets.
3. Lead on the promotion and facilitation of early discharge from hospital and rehabilitation in the community. Lead and operationally manage community services to achieve this and prevention of admission in order to provide safe support and care in communities.
4. Lead transformational change within the service and across boundaries, promoting and encouraging innovation to enable efficient and effective service delivery. In particular lead on the relationship with hospitals and primary care on discharge
5. Manage the service's relationship with hospital services, primary care and independent sector providers to achieve integrated delivery throughout pathways of care, to continue shifting the balance of care, and to achieve targets.
6. Lead on interpretation and implementation of national and local policies in the services.

Performance Management

7. Manage the services to ensure all national, IJB, Council and NHS strategies, initiatives and performance targets are met, including financial targets, waiting times, activity levels, clinical, staff and information governance, public involvement.
8. Responsible for establishing and maintaining effective systems to monitor, manage and enhance the performance of the service and programmes of care to ensure standards are maintained, targets are met, and services delivered within budgets. Reports to Executive Team and IJB using data provided by core systems e.g. finance, HR, Swift, TRAK and ad hoc data collection

Resource Management

9. Manage all NHS and Council resources available to the service including commissioned services within performance management arrangements, with prime responsibility for managing integrated budgets, ensuring financial governance and effective budget and information management. This includes proactively identifying and taking remedial action on financial pressures and efficiency programmes in order to manage within budgets.
10. Develop and implement protocols and practices for the effective allocation of resources in the interests of integration of local health and social care services e.g. on priorities for investment of new funds to improve discharge from hospital

11. Lead responsibility for oversight and financial control of Council-commissioned services for care at home for older people involving multiple providers of services.

Human Resources

12. In accordance with Human Resource policies and procedures for both employing bodies, direct and control recruitment, selection, training, development, management and motivation of all employees to ensure the highest possible level of performance.
13. Lead and manage the relationships and working practices with the representatives for Partnership, Trade Unions and professional organisations to achieve a collaborative and problem solving approach to service working and delivery.
14. Embed the Partnership's leadership culture and ethos throughout the service. As a role model, integrate the Council and NHS Lothian behaviours and values into the ways of working for the team, staff and services.

Quality and Service Improvement

15. Promote a culture of good governance and high quality service provision and policy and standards compliance to ensure the Partnership achieves local and national targets for the organisation, patients, staff and carers. Including providing assurance that all services are fully prepared and meet the expectations and standards of inspections from Healthcare Improvement Scotland and the Care Inspectorate.
16. Regularly review quality and performance information, complaints and incidents and health improvement and inequalities data to improve the quality and effectiveness of services.
17. In conjunction with Principal Social Work Officer, Chief Nurse, Chief AHP and Clinical Director, ensure that strong and effective clinical and care governance frameworks are in place so that Partnership managers of all teams, including integrated teams, can implement professional governance across health care and social care to assure safe, effective person centred delivery.
18. Lead the investigation and management of the most complex and significant complaints and incidents including those involving commissioned providers.
19. Promote clinical and care audit and research in the services.

Risk Management

20. Fully integrate the service into the clinical / care governance and risk management systems of NHS Lothian and The Council and develop assurance mechanisms to ensure that local procedures for monitoring, reporting, managing and escalating risk issues are robust and applied consistently.
21. Overall responsibility for the health and safety of staff and for any sites in the service, ensuring health and safety policies and systems are implemented and monitored.
22. Manage significant statutory and regulated services which are inspected and graded at a national level by the Care Inspectorate ensuring appropriate standards to mitigate the risk of reputational damage for the Partnership.

Strategic Development

23. Lead the development of the discharge management, rehabilitation, Community Allied Health Professional, day care, carer support and care at home services Plan with key internal and external stakeholders ensuring the Plan reflects the requirements of the IJB strategic plans and national strategies for designated pathways/services and support development of strategic plans for other services e.g. NHS Hospitals, social work assessment and older people's care.
24. Determine strategic decisions on the future development of the service on behalf of the Partnership both in respect of delivery of health and social care services and in conjunction with other service leaders/partners achieve the agreed outcomes including the proportion of total care to be delivered by the Council care at home services, the development of rehabilitation as a model of care, the prioritisation of resource allocation to reduce delayed discharge from hospital.
25. Lead for The Partnership on involvement and influence in regional and national service planning, policy and strategy development, representing the Partnership on committees and meetings.
26. Undertake the operational lead role for the Partnership for Winter Planning, Unscheduled Care, Delayed Discharges and Rehabilitation (working closely with the Chief AHP) working across all Partnership Services

7. a. EQUIPMENT AND MACHINERY

Laptop, mobile devices, projectors, teleconferencing hardware, PC, printer, tablet.

7b. SYSTEMS

Microsoft Office, e.g. Word, Excel, PowerPoint, Teams.
 Performance Management Systems, including NHS - Covalent, Datix, TRAK, SSTS, Navigator, The Council - SWIFT, AIS.
 NHS and Council Finance Systems.
 NHS and The Council HRIS – Empower / eESS and iTrent.
 Internet and Intranet sites.
 NHS and the Council Procurement – PECOS and Oracle.

8. ASSIGNMENT AND REVIEW OF WORK

The post holder is accountable to Operations Director of the Edinburgh Health and Social Care Partnership for all operational elements of the role, and will work with the Strategy Managers, the Principal Social Work Officer, the Chief Nurse, the Chief AHP and Clinical Director to ensure standards and quality of services within their domain.

Performance objectives are agreed with the Operations Director of the Edinburgh Health and Social Care Partnership. Formal performance appraisal is undertaken annually, however, informal reviews are held more frequently.

The post holder will have significant autonomy to manage and define their workload and priorities within the overall objectives set by the Council and NHS Lothian.

9. DECISIONS AND JUDGEMENTS

The post holder operates with a high level of autonomy and has significant scope to determine how objectives should be met and to plan and prioritise work

The post holder will be responsible for the interpretation and application of national and local strategies and policies within areas of responsibility including delayed discharge targets, personal care policies and rehabilitation.

In the absence of policy anticipate problems and initiate required action using professional and managerial judgement for example where staff are employed by both NHS and The Council e.g. making decisions on efficiency savings that affect employment of both NHS and Council staff and include impact on performance of acute hospitals, making decisions on use of resources to improve discharge management.

The post holder is required to make decisions and judgements that may be highly complex, conflicting and consist of several components, e.g. where the potential is a serious breach in the achievement of performance targets, ensuring that early warning systems are established and corrective action taken e.g. decisions on development, implementation and allocation of resources for new pathways from hospital to community support and rehabilitation with potential to affect achievement of acute sector targets.

Make decisions on how resources are allocated to achieve targets, priorities for investment, where services should be redesigned to improve access, where efficiencies savings can be made to meet financial targets.

Required to make decisions relating to complex employee relations matters, e.g. leading the re-provision of service, such as moving services to new sites and dealing with organisational change in the context of staff with different employers' terms and conditions, developing joint training for NHS and Council staff.

The Post-holder will determine the advice, recommendations and proposals to be presented to Chief Officers, IJB members, Elected Members, Board Members and committees related to policy, service priorities and provision.

10. MOST CHALLENGING/DIFFICULT PARTS OF THE JOB

Building effective networks and collaborating with colleagues across the health and social care spectrum to develop effective health and social care pathways and ways of working.

Preventing hospital admissions and facilitating discharge from secondary care.

Leading transformational change across service and professional boundaries.

Balancing a demanding leadership role with a complex operational management role in a changing organisation.

Presenting evidence at Public Enquiries, court proceedings etc. occasionally.

11. COMMUNICATIONS AND RELATIONSHIPS

The post holder will manage a network of complex communications, both formal and informal, to achieve objectives, ensuring that staff and stakeholders are informed and involved. There will be significant interaction with most NHS Lothian and Council

services, with other Partnerships, other Councils, Acute Hospitals and other Tertiary Services across NHS Lothian and the wider NHS. This will cover a wide range of information from informal updates to small groups to complex information as part of policy proposals to decision-making bodies. These will be both internal and external. This will require a range of presentation skills and ability to address questions and challenges.

The post holder will deliver presentations to a wide range of groups including staff, management teams, IJB, Councillors, public, relatives. These will range from small informal groups to large formal groups. The environment will sometimes be hostile and critical.

Internal Communications

Council Directors – service issues that impact on the Directors services.

Council Elected Members - respond to enquiries and complaints, briefings, IJB papers

Executive Directors of the NHS Board – service and professional issues.

Non-Executive Directors of the NHS Board - briefings, IJB papers.

Service Managers – operational, professional and planning issues.

Social Care Staff – operational, professional and planning issues.

Health Care Professionals - operational, professional and planning issues.

Medical Staff - operational and planning issues.

Senior Hospital Managers – planning issues.

Professional Leads – professional issues.

Administrative Staff – operational issues.

HSCP Managers – operational, professional and planning/.

NHS and The Council HR teams – HR and organisational change issues.

Procurement staff – purchasing issues.

Finance Managers – financial management and planning issues.

I.T. and Telecommunications – technical issues.

Trade Union/Professional Body and Partnership Representatives – HR and Organisational change issues.

External Communications

MSPs and MPs – enquiries and complaints.

Patients and relatives - enquiries and complaints, services changes.

Third Sector – service delivery, service changes.

Scottish Government – policy development, achievement of targets.

University (academic staff) – research and teaching.

Independent Sector - service delivery, service changes.

Managers in other Boards and Councils – service delivery, service changes.

Professional Regulatory Bodies – professional standards.

Care Inspectorate – inspections and improvement programmes.

NHS HIS and NES – inspections and staff development.

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

Physical Demands

Combination of sitting, standing and walking.

Physical Skills

Standard keyboard skills for daily use of IT equipment for management responsibilities.

Mental Effort

Regular requirement to maintain concentration for long periods, e.g. analysis of organisational issues, compile complex management reports requiring collation, analysis and synthesis of different forms of data from a wide range of sources. Scope for regular interruption and diversion onto higher priority issues.

Managing diverse workload priorities to meet service, organisational and national requirements.

Unpredictable workload and regularly working to tight deadlines for submission of information.

Responding to requests by telephone and face to face, involving listening to complex clinical and organisational scenarios, asking probing questions, formulating a hypothesis and making appropriate recommendations.

Emotional Effort

Providing support to staff who have regular exposure to unpredictable and stressful situations e.g. in dealing with families who are also under stress and concerned about loved ones.

Communicate complex, contentious and conflicting information effectively and sensitively e.g. strategic interface with Scottish Government.

Making complex decisions and communicating decisions to managers and other members of the multi-professional team.

Mentor, coach and support staff to meet their development needs in a caring and sensitive manner.

Maintaining sensitivity to individual staff problems and supporting teams during periods of change e.g. service redesign, organisational change, moving sites and personal crisis requiring negotiating, persuasion and reassuring skills.

Occasional need to impart unwelcome and potentially distressing news to staff relating to disciplinary/grievance issues.

Dealing with conflict, managing complaints and resolving complex service/workforce problems.

Working Conditions

Varied office conditions.

Daily requirement for travel often several times each day

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

QUALIFICATIONS AND TRAINING

Educated SCQF Level 11 e.g. Masters level qualification in relevant leadership field e.g. MBA or MSC Leadership/Management
Evidence of highly effective operational management at a senior managerial position in a healthcare, social care or related environment.
Significant senior leadership experience with a proven track record of achievement through results.
Evidence of continuous and recent professional development.

SKILLS AND EXPERIENCE

Understanding and experience of the statutory and legal environment for health and social care services
Understanding of integrated working and current social care, primary care and intermediate care agendas. Knowledge and understanding of public sector policy and professional guidelines.
Significant senior management experience preferably in a leadership role within NHS or a Council involving complex financial, operational and staff management.
Proven track record of achievement in managing complex service change, leading large scale projects and improvement programmes.
Successfully lead the development and implementation of cross sector strategic plans.
Develop, lead and maintain a positive multidisciplinary/agency working relationship.
Demonstrate leadership behaviours and values.
Anticipate problems within area of responsibility and identify solutions.

14. JOB DESCRIPTION AGREEMENT

A separate job description will need to be signed off by each jobholder to whom the job description applies.

Job Holder's Signature:

Date:

Head of Department Signature:

Date: