

1. JOB IDENTIFICATION

Job Title: Occupational Therapy Manager

Responsible to (insert job title): General Manager- Primary Care

Department(s): Occupational Therapy

Directorate: Primary Care and Associated Services

Operating Division: West Lothian Health and Social Care Partnership

Job Reference: 095659

No of Job Holders: 1 post

2. JOB PURPOSE

Responsible for the operational, clinical and professional management and governance of the Adult Occupational Therapy team within SJH. To provide operational management of the Children's Physiotherapy and Occupational Therapy services. There is also professional line management responsibility to Occupational Therapy staff within Home First- Discharge to Assess and React Rehab.

Responsible for leading the development of a sustainable high quality, innovative person-centred services to patients.

3. DIMENSIONS

This post will be accountable for delivery of Adult Occupational Therapy with line management responsibility to Children's Physiotherapy and Occupational Therapy services. Occupational Therapy staff within Home First – Discharge to Assess and React Rehab will be professionally responsible to this post holder.

Staffing Responsibility:

This post is operationally and professionally responsible for 20 wte Acute OT and operational responsibility for 14 Paediatric OT/PT, total 34 wte staff.

The post has professional responsibility for 1 Team Lead OT in REACT.

Financial Responsibility:

The post holder will support the General Manager and work within the core HSCP expenditure and workforce covering staff and associated budget.

Delegated budget responsibility for £1.4m for staffing.

Service Responsibility

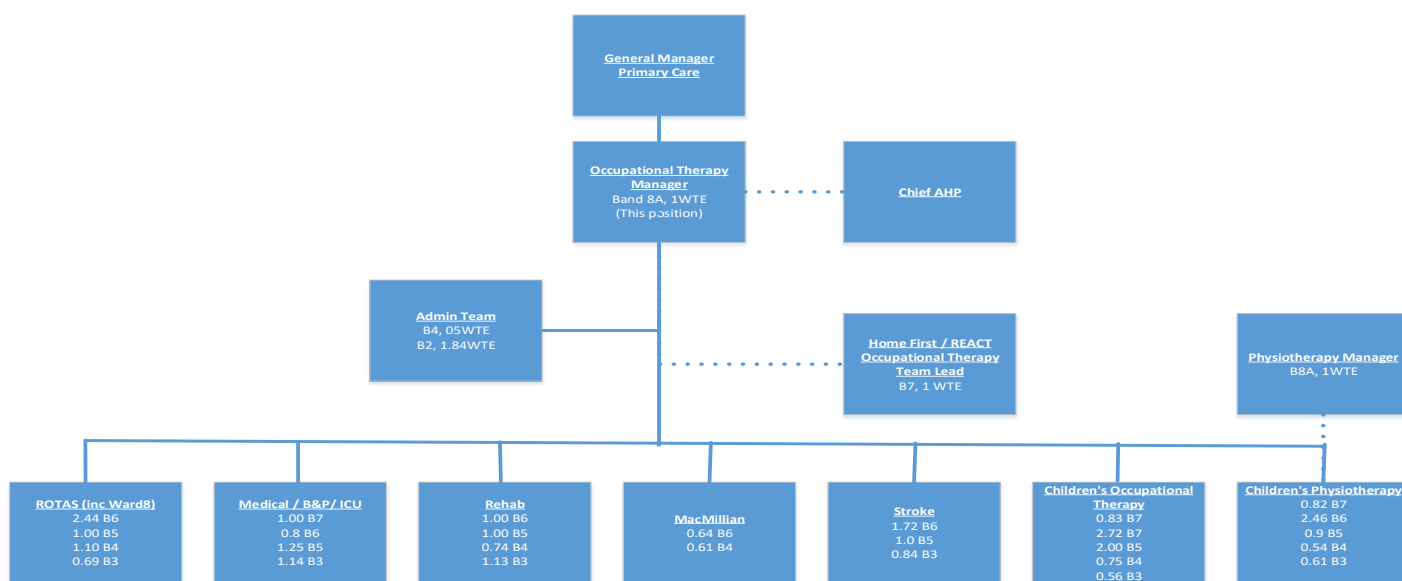
Responsible for provision of OT services to patients within ST John’s Hospital (400 beds and an Outpatient service) and this includes Accident and Emergency, EMA, MAU, change acronym to full title Stroke, Medicine of the Elderly Acute and Rehabilitation, General Medicine, Gynae, and Stroke.

Professional Responsibility

The post holder has professional responsibility for the services within their remit and also those Occupational Therapy staff within Home First – Discharge to Assess/React Rehab/ICF.

4. ORGANISATIONAL POSITION

Dotted Blue Line – Professional Line Management
 Bold Blue Line – Operational Management



5. ROLE OF DEPARTMENT

The Occupational Therapy Team sits within the West Lothian Health and Social Care Partnership based on the St Johns Hospital site. St John’s Hospital is a District General Hospital and one of the three acute hospitals across the Lothians. The Occupational Therapy service supports the work of acute hospitals and children’s services on the site largely on an inpatient basis but also with significant outpatient and domiciliary work for children’s services. The West Lothian HSCP is responsible for delivery of health and social care services to the West Lothian population of circa 184,000. West Lothian is a thriving area with significant economic growth in the East and Centre; however, there is also significant deprivation in parts of Livingston and in the former mining and industrial areas in the West of the County.

The Partnership is made up of circa 3,000 staff who work across both health and social care in a number of roles delivering high quality services. They focus on providing care and support to people to achieve positive outcomes where possible in their own home or close to home. The Partnership is undergoing an ambitious transformation programme under Home First. Therapy services are key to this programme of change with advanced practice and a “digital First” model of care being critical to service redesign.

The Partnership directly manages Physiotherapy and Occupational Therapy services within St John's hospital and has excellent relationships with the site supporting a whole system approach to flow.

The Occupational Therapy staff are managed within the integrated teams within West Lothian Health & Social Care Partnership. Key responsibilities of the Occupational Therapists are the provision of diagnostic formulation, appropriate assessment and treatment interventions for patients presenting with complex needs across in-patient, out-patient settings and community. Their focus is on assisting patients to maximise their occupational performance in areas of productivity, leisure, work and self-care, life roles. To work together with other services to provide the most effective care to clients and patients with a diverse range of conditions requiring occupational therapy.

6. KEY RESULT AREAS –

Leadership

1. Responsible for clinical and professional leadership of the OT team across the SJH Site including professional responsibility for OT staff within the Home First D2A/ Rehab and ICF services. Acronyms needed in full.
2. Responsibility for operational occupational therapy policy development in the SJH and in shared site policies.
3. Responsible for the operational interpretation and implementation of national policy and guidance with SJH Occupational Therapy staff group.
4. Contribute professional expertise to strategic development and sustainability of services, integrating leadership with the aims, objectives and priorities of NHS Lothian in collaboration with patients and partner agencies such as Local Authorities, and Voluntary Organisations to deliver high quality, innovative, person-centred services to patients.
5. Collaborate with other Service Leads across NHS Lothian and Integrated Joint Boards to develop a culture of integration and implement multidisciplinary objectives within and across primary and secondary care.
6. Deputise for General Manager and Chief AHP at delegated meetings.

Operational Management

7. Lead specialist OT services within the SJH site, including leadership, and support of staff and performance management of specialist services and/or sites.
8. Lead and support teams with innovative developments to improve service delivery and implement evidence-based practice within the different specialities including Pan Lothian strategic developments e.g. Home First Transformation programme, Digital transformation, advanced practice.
9. Responsible for management of a delegated budget as agreed by General Manager authorised signatory for expenses, additional hours and Staff Bank.
10. Line management responsibility for a team of staff through performance management systems, including promoting attendance/absence management, disciplinary procedures, grievance, performance management, training provision, leading recruitment processes and appraisal.

11. Operational management responsibility for managing adverse Datix events and formal complaints procedure from allocation, through investigation and to resolution in conjunction with partners and Patient Experience Team.
12. Undertake specific delegated tasks and projects including for example, committee work and representative and consult and disseminate information to colleagues across NHS Lothian.

Governance

13. Implement and deliver the Governance Strategy for the Occupational Therapy profession within the delegated areas within WLHSCP which ensures compliance with patient documentation, data collection and reporting in line with local and national standards including data protection protocols ehealth policies, and standard confidentiality directive. This includes legislative compliance to protect the interests of patients and carers, identifying and implementing actions arising from feedback, complaints and incidents.
14. Responsibility for planning, implementation, evaluation of measures and producing regular reports to manage the health, safety and well-being of patients and staff.
15. Responsibility for compliance with National and Organisational requirements for professional regulation, and standards of evidence-based practice through developing a framework for staff development, training and research activity.
16. Appropriately implement and monitor divisional and national policies and guidelines within an agreed timeframe for the delegated specialist services and a Division e.g. design and develop services to ensure Scottish Stroke Care Audit criteria for the management of acute stroke are achieved. Establish data collection to compare national units using with bench-mark data – capture as key result.

Clinical

17. Prioritise, manage and support clinical work in the support of Team Leads, Highly Specialist, Specialist, graduate and assistant staff with highly complex cases along with act as expert specialist clinical resource to ensure evidence-based care.
18. Provide education and training (in-house and external) to support the development for all occupational therapists from band 3 to 7 (inclusive) within the team to ensure all highly complex cases are assessed and treated with highly skilled techniques/knowledge. This will ensure occupational therapy staff have the appropriate training to support and educate new graduates, and master's level students.
19. Maintain all electronic and paper records in line with local national and HCPC guidelines and policies.
20. Support NHS Lothian's values of quality, teamwork, care and compassion, dignity and respect, and openness, honesty and responsibility through the application of appropriate behaviours and attitudes.

7a. EQUIPMENT AND MACHINERY

The following equipment may be used:-

Office Equipment.

Equipment relevant to clinical caseload e.g. assistive devices and manual handling equipment.

7b. SYSTEMS

IT systems e.g. Microsoft Office, Email, Internet, TRAK, ELMS, IIE, DATIX, MS TEAMS, TURAS

Paper-based systems e.g. Staff records, Patient records.

Electronic staff records, e.g. SSTS, EESS, LEARN PRO

8. ASSIGNMENT AND REVIEW OF WORK

Expected to operate autonomously within broad guidance and principles to manage the SJH XXX OT service with appropriate direction from the General Manager And Chief AHP.

The General Manager will set personal objectives, as a subset of the NHS Lothian corporate and professional objectives.

Lead specific pieces of work assigned by the General Manager/ Chief AHP Lothian work streams or work across the AHP remit, Organisational Reviews, Integration of Health and Social Care Services, Directorate Business Management processes

Appropriately delegate operational and service related tasks/issues to direct reports.

The post holder is expected to initiate clinical work in their specialist area and provide oversight in other areas as relevant.

9. DECISIONS AND JUDGEMENTS

Responsibility to identify service pressures and priorities to the General Manager and determine appropriate skill mix, staff deployment and supplies procurement as effectively. Analyse activity trends with an awareness of budget expenditure, taking appropriate action to address areas of concern.

Accountable to the General Manager to determine service areas for development and redesign, balancing complex and conflicting opinions to deliver safe and effective care e.g. Hospital at home service provision.

In collaboration with the General Manager, Chief AHP, Strategic Lothian Service Leads and direct reports, identify areas for multidisciplinary service development and collaborate to achieve results e.g. develop guidelines to review and manage patient expectations from the acute episode of care.

Investigate complaints, analyse information and determine when escalation is required across specialist services and Division. Work within a scheme of delegation to identify when an issue warrants formal disciplinary process and manage the process to contribute to the overall performance of the Profession.

Responsible for own patient caseload and to act independently to make complex clinical decisions relating to assessment, diagnosis, planning, treating and discharge. Analysing information and available options to ensure appropriate outcomes for patients.

10. MOST CHALLENGING/DIFFICULT PARTS OF THE JOB

Effectively prioritising the variable and unpredictable demands from staff, management and clinical workload whilst continuing to deliver equity of service across a wide specialist service within the division.

Balancing the competing service demands of multidisciplinary and uni-disciplinary priorities with regards to waiting times , unscheduled care , resources, and unpredictability of the environment

Keeping up to date with operational, strategic, professional and management issues.

Maintaining communication and support across a diverse range of specialties and Divisions.

Sustaining an awareness of political factors impacting on the work of the Partnership.

11. COMMUNICATIONS AND RELATIONSHIPS

Due to the nature of the role communication will be highly complex, sensitive and contentious. It may include the following:

Staff (internal)

Two – way communication with staff both individually and in groups to (for example)

Assure effective working relationships

Ensure service effectiveness.

Facilitate the management of change

Inform and update

Manage performance

Coach and develop.

Demonstrate and exemplify positive behaviours, shared values and attitudes that will support service objectives.

Liaise by direct reports to ensure effective service delivery. Provide regular service updates in what form – reports, briefings and presentations.

Engage staff side representatives as full participants in all aspects of decision making.

Collaborate with Head of Service and Chief AHP Acute about service needs and developments.

Service Leads

Collaborate with other Service Leads to maximise the contribution of AHP services through collaborative working and regular communication where necessary using negotiation, and persuasion skills to ensure occupational therapy representation.

Other Directorates/Divisions/CHCP's

Ensure effective recognition and inclusion of services in service planning and delivery where necessary using negotiation, and persuasion skills to ensure occupational therapy representation.

Other Agencies (Local Authority, voluntary sector, etc)

Communicate, negotiate and liaise with other agencies to optimise patient care and ensure efficient service delivery.

Communicate, negotiate and liaise with other agencies to ensure consistent and safe service development and delivery across Health, Local Authority and the Voluntary sector.

Communicate, negotiate and liaise with Higher Educational Institutes to effectively manage undergraduate and post graduate training placements.

Other Bodies

Communicate, liaise with a range of national and local agencies to ensure an up to date awareness of issues relating to professional practice.

Patients/Services Users

Involve patients and users of the service in appropriate service changes.

Deal with verbal and written complaints and meet with relatives and carers to reach resolution.

Communicate effectively with patients, using information to achieve a diagnosis, plan treatment, advice and encourage understanding and compliance.

Relatives/Carers

Provide and receive information regarding complex and sensitive issues.

Teach a range of patient management strategies.

Multidisciplinary team

Effective communication within multidisciplinary team to report assessment findings, patient progress and recommendations.

12. PHYSICAL, MENTAL, EMOTIONAL AND ENVIRONMENTAL DEMANDS OF THE JOB**Physical Skills and Effort:**

Lifting, carrying and transferring a range of equipment and organising rooms when undertaking clinical work.

Moving equipment between sites – e.g. laptop computers.

Standard keyboard skills for daily use of IT equipment for management and clinical responsibilities (daily).

Advanced sensory and motor skills: (e.g. excellent therapeutic manual handling, auditory, palpatory, motor and visual skills).

Mental Demands:

Periods of concentration e.g. reading, report writing analysing data.

Concentration required for long periods in order to make specialist clinical decisions during aspects of assessment and therapy.

Adapting communication, tasks and therapeutic approach whilst working with clients.

Frequent interruptions to deal with staff, service and management issues requiring change in activity to deal with staff and service requirements.

Frequent requirement to be flexible to the demands of the service and staff, unpredictable workload and regularly working to tight deadlines for submission of information.

Managing service delivery during periods of unplanned staff absence.

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

Balancing clinical, non-clinical and management priorities.

Emotional Demands:

Deal with written and verbal complaints from patients and carers regarding the RIE OT service.

Communicating with distressed/anxious/worried patients/relatives.

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

Support management of conflict, when it occurs between student and practice educator.

Mentor, coach and support staff in a caring and sensitive manner and support teams during periods of change or through processes of performance management discipline and grievance or in the event of personal difficulties.

Working Conditions:

Office conditions.

Working within infection control and health and safety guidelines in order to deal appropriately with highly unpleasant conditions related to client contact including exposure to body fluids, saliva and odour.

Potential exposure to unsafe situations e.g. lone working and/or aggressive behaviour and verbal abuse from clients and carers.

Regularly required to work across a number of locations.

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

TRAINING

Professional Degree or equivalent to achieve registration with UK Health Care Professions Council Educated to Master's level or SCQF level 11 e.g. Masters in relevant leadership field

Evidence of recognised Management or Leadership Training (e.g. Delivering Leadership Excellence, The NHS Lothian Leadership and Management framework).

Evidence of continuous and recent professional development acquired through formal post registration education and experiential learning to satisfy requirements and standards for continuing registration with Professional Body and Health Care Professions Council (HCPC).

KNOWLEDGE SKILLS AND EXPERIENCE

Knowledge, skills and significant previous experience in a professional leadership role in the NHS, significant and demonstrable experience as a specialist clinician and as a manager in the NHS within a role involving complex operational responsibility.

Knowledge of NHS statutory obligations, professional guidelines and legal frameworks.

Advanced theoretical and practical knowledge relevant to clinical and leadership experience.

Skills to analyse complex information from a variety of sources for decision making and problem-solving.

Experience of negotiation, influencing, and facilitation; effective leadership and delegation.

Experience of strategic project management and effective leadership to support others in complex change, transformation and modernisation of services.

Skills in critical appraisal and understanding of research methodology.

Excellence in presentation, written and verbal communication; interviewing and coaching skills.

Experience in performance management and skills to develop robust business cases and risk profiling.

Experience of working with complex patients.

Experience of developing and delivering educational activities at undergraduate and post graduate level.

Experience in managing staff and budgets.

14. JOB DESCRIPTION AGREEMENT

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

Job Holder's Signature:

Date:

Head of Department Signature:

Date: