**Clacks/Stirling Health & Social Care Partnership**

**JOB DESCRIPTION**

# JOB DETAILS

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| Job Title: | Integrated Mental Health Team Manager (Health) |
| Responsible to  | Service ManagerClacks/Stirling Health and Social Care |
| Department: | Mental Health Service  |
| **Job Ref:**  | **UD3 FV-N-089**  |
| No of Job holders  | One  |

# JOB PURPOSE

The post-holder is required to function as Service Co-ordinator/ Operational Manager of the Community Adult Mental Health Services within Clackmannanshire and Stirling HSCP and to function as a clinician within Forth Valley’s Adult Mental Health service.

The post-holder will be required to continually work towards developing the role in the context of Health and Social Care Partnership.

The post-holder will

* Carry 24-hour responsibility for the leadership and professional management of Integrated Community Adult Mental Health Services in the Clackmannanshire and Stirling areas.
* Hold continuing responsibility for the management of multi-site services within Community Adult Mental Health services.
* Promote, develop and manage high quality specialist multi-agency services within Integrated Community Adult Mental Health Services in Clackmannanshire and Stirling.
* To work with a whole system approach and introduce changes to overcome problems created by traditional boundaries and employ skills/resources where they have greatest effect
* Provide effective leadership to facilitate the promotion of integrated multi-agency working.
* Provide clinical expertise to Senior Management within NHS Forth Valley, Clacks/Stirling HSCP and other related agencies.
* To manage and develop the Integrated Service, consistent with National drivers (e.g. Mental Health Strategy), legislative frameworks including Mental Health related statutes, Adult Support and Protection and Adults with Incapacity and the local ‘Partnership in Practice’ agreement and policies and procedures associated 'with the Councils, Social Services and NHS Forth Valley and to work with others to promote services in partnership. ,
* To lead and manage the operational aspects of Adult Support & Protection practice within the team.
* To operate as part of a partnership management team for Mental Health services that combine the Service Manager and 3 Team Manager posts
* Manage designated resources within agreed budget.
* Implement quality systems, which are multi-disciplinary/multi-agency and linked to Clinical Governance.
* Manage and provide professional leadership across multiple sites to facilitate the continuing development of evidenced based practice.
* Provide a safe working environment by ensuring systems are in place to minimise risk by managing Risk Assessments and Risk Management plans within the service.
* Play a lead role in Strategic Service Development and Redesign of Services.
* Provide management support to the Service Manager (Clacks/Stirling HSCP) in the day to day running of the Integrated Community Adult Mental Health Services
* Represent Integrated Community Adult Mental Health Services at local, regional and national forums.
* Perform a clinical role within designated clinical area when required.
* Deputise for the Service Manager (Clacks/Stirling HSCP).
* Participate within the On Call Nurse Manager Rota (1:5)
1. **ORGANISATIONAL POSITION**

**Chief Operating Officer Clacks/Stirling HSCP**

**Service Manager Learning Disability/Mental Health** .

 ---------- Head Of Profession

**Integrated Mental Health Team Manager (This Post)**

**Clacks Community Adult Mental Health Services**

**Stirling Community Adult Mental Health Services**

# DIMENSIONS

This post-holder will be a key member of the multi-disciplinary and multi-agency management support team, which is responsible for the delivery of Integrated Community Adult Mental health services within Clackmannanshire and Stirling HSCP and be a key member of the Clacks/Stirling HSCP Management Team. The area of responsibility will be the Community Adult Mental Health Services based within Livilands Resource Centre, Stirling and CCHC Mental Health Resource Centre, Sauchie and the management of the Primary Care Mental Health Nurse Team that support Primary Care GP's within Clacks/ Stirling HSCP.

The Resource Centre works in partnership with other divisions/partners within the Integrated Mental Health Service under the auspice of Clacks/Stirling HSCP.

The post-holder has line management responsibility for Nursing, within Livilands Resource Centre in Stirling and CCHC Mental Health Resource Centre in Stirling and professional management for their registered staff group within the Clacks/Stirling HSCP.

The Post- holder will work closely with the two MHO Mental Health Team Leaders based at Clackmannanshire Community Adult Mental Health service and in Stirling and will interface with relevant G.P practices, the Acute Mental Health Unit (FVRH), Out­ patient facilities, Statutory and independent care resources.

Within the context of the Multi-disciplinary Team the post holder functions as an autonomous practitioner.

## KEY DUTIES and RESPONSIBILITIES

## Management of health and illness

* Overall accountability for ensuring that care within designated areas is consistent

with local and national policies and protocol

* Ensure that clinical practice within designated areas adheres to evidence based practice
* Assess, plan, implement and evaluate programmes of care for a designated caseload (no maximum numbers) for people with both acute and severe and enduring mental health problems.

Accountable for all patient care within designated clinical areas

* Act as a source of expert advice in management and professional issues for staff within designated areas of responsibility.
* Ensure staff adhere to their relevant Code of professional Conduct
* Ensure systems are in place for the safe administration, storage and ordering of drugs within designated clinical areas
* Manage and participate within the On-Call Nurse Managers Rota and provide 24 hour expertise advice and management to nursing staff, medical staff and other disciplines
* Line Manager for all departments as highlighted in Job Dimensions
* Ensure systems are in place for health promotion and health education within designated clinical areas
* Prioritise and allocate work taking into account of all professional and statuary requirements for disciplines
* Manage the service resources allocated to the teams.
* A local lead role in the review of existing policies and development of new policies.
* A local lead role in service development and the redesign of Community Adult Mental Health Services.

. ♦ Participate in the delivery of health related issues to patients both on an individual and a group setting.

* Investigation of complaints either locally or formal complaints raised through the service in accordance with the organisations Complaints Policy. Provide reports on findings/identified actions to Complaints Manager.
* Investigation of Critical and Untoward Incidents and responsibility for production of initial report.

## Communication

* Keep senior management informed and updated on operational issues
* Liaise with the Head of profession (NHS & Social Work) regarding professional issues
* Responsible for the implementation of an appropriate communication strategy within clinical areas
* Ensure systems are in place that maintain patient and staff confidentiality at all times.
* Maintain confidentiality with regards to the organisations business.
* Communicate effectively with patients, service users, carers, staff and the public. Sometimes material may be of a highly sensitive nature and there may be barriers to understanding. Organise and participate within information sharing events to a wide range of users/carers and professional agencies.
* Dealing with patients who may be suicidal or disturbed by hallucinations, which often requires empathy and tact. A degree of negotiation will be required.
* Communicate and liaise with staff on matters which could be complex, sensitive and contentious e.g. Redesign of Services, Redeployment of staff
* Actively listen and seek views of all persons on all relevant aspects of service delivery
* Maintain effective communication links with statutory and non-statutory agencies
* Prepare and write reports on all aspects of the service as requested
* Provision of presentations to statutory and non-statutory agencies.
* Use of written, verbal and electronic means of communication on a daily basis.
* Liase with other departments within the service as necessary e.g. Estates IT, Human Resources.
* Minute taking within formal multi agency meetings. Minutes may be circulated out with the partnership.
* Maintaining a professional manner at all times and display respect for all colleagues.
* Ensure that systems are in place that ensures accurate record keeping and recording of information
* Maintain all records as per Data Protection and NMC/professional Guidelines
	+ Recording of personally generated information relating to patients and staff on a regular basis.

## Quality Improvement

* + Identify opportunities to improve services for patients and service users using clinical audit and research to ensure care is evidence based.
	+ Ensure high standards of cleanliness within clinical areas are maintained by adherence to Infection Control Policies. Ensure staff are educated on infection Control policies
	+ Ensure safe working environment for staff by assessing and managing risk. Report high-risk requirements to risk department and senior management.
	+ Responsible for effective use of the organisations Risk management processes and· ensuring that Health and safety within the work place is maintained
	+ Adopt national guidelines into local practice.
	+ Accountable for ensuring the organisations complaints management process is in place

## Learning, teaching and personal development

* + Identify the training needs of designated clinical areas and individual staff and develop plans to meet these needs, in partnership with the organisation’s training department, educational institutions, external training services and professional leads.
	+ Ensure staff maintain professional competencies and training needs
	+ Undertake and arrange training/teaching of both qualified and unqualified staff
	+ Responsible for ensuring Induction Programmes are in place following recruitment for all new staff including delivery of training for the team.
	+ Provide shadowing opportunities into the Integrated Mental Health Team Manager role for senior staff
	+ Leads and participate within the appraisal of qualified and unqualified staff and in the production of Personal Learning Plans through the service's appraisal system i.e. TURAS · '
	+ Leads in the recruitment and development of staff throughout the designated clinical areas
	+ Ensure all clinical areas meet the training requirements laid down by NES and appropriate professional Councils and the associated University.
	+ Support the implementation and evaluation of educational programmes for pre and post-registered staff.
	+ Ensure clinical areas are designated as teaching areas by maintaining a quality teaching environment which adheres to evidence based practice
	+ Liaison with higher education institutions to develop, participate in and support the delivery of training programmes designed for professional staff.
	+ Liaise with higher education institutions, to ensure that the quality of practice · placement standards are met and that clinical areas are equipped to support

, students during their placement

* + Provision of training for patients, carers and Clacks/Stirling HSCP employees and other agencies on a regular basis.
	+ Responsible for ensuring staff attend mandatory and statutory training across the services

## Leadership and teamwork

' ♦ Ability to multi-task and undertake the role of clinician in the event of staff shortfalls

* Provide professional and managerial leadership to designated clinical areas, creating a sense of common purpose and developing the teams ability to achieve service and organisational objectives
* Initiate and manage the recruitment and selection of staff.
* Provide regular supervision of clinical teams within designated areas
* Responsible for the compilation of Duty Rota within own clinical areas ensuring that the unit is adequately staffed which involves managing annual leave and study leave on a weekly basis. Responsible for ensuring other clinical areas under sphere of responsibility are adequately staffed too.
* Joint working with other agencies within the Clacks/Stirling HSCP on a daily basis.
* Participate in the On-Call Rota of 1:5, which includes giving advice and direction to all Statutory Adult Mental Health in-patient/Community areas on any matter relating to clinical care and dealing with matters to ensure the smooth operation of the service. On Call rota operates Monday to Friday 5pm-9am, Saturday and Sunday 24 hours. Ratio of 1:5.
* Manage the Mental Health Officer rota
* Manage and actively participate in the management of staff absence.
* Manage and actively participate in the Management of Employee Conduct Policy. Carry out investigations of misconduct and report on findings to senior management and professional bodies
* Attend meetings to represent the Service Manager of Clacks/Stirling HSCP on a regular basis.
* Participate in the reviews of patients e.g. Adults with Incapacity, Adult Support and Protection, Mental Health (Scotland) Act.
* Accountable for the management of departmental budgets, which include pay and non pay costs (sundries, training budgets, travel and equipment etc).
* Ensure systems are in place for the safe. handling of patients funds in accordance with the partnerships Standing Financial Instructions
* Authorised Signatory for Endowment Funds (up to £500)
* Authorised signatory for ordering of any clinical and non-clinical items some of which require to be purchased from outside suppliers.

## Professional responsibilities and accountability for practice

* Manages own clinical practice and that of professional staff within same professional field to ensure and maintain safe and effective standards of patient care
* Ensures clinical areas are appropriately staffed and managed to meet the needs of the patients and allow the delivery of safe and effective care
* Lead role in managing and monitoring allocated budgets within designated clinical area whilst adhering to standing financial instructions

# SYSTEMS AND EQUIPMENT

The post-holder will be trained in and required to develop and maintain expertise in the use of the following systems and equipment and to ensure that staff within clinical are also trained:

* Responsible for ensuring adherence to NHS Forth Valley and Clacks/Stirling HSCP policies, protocols and departmental guidelines
* Compilation of sickness/absence information and implement a monitoring system
* Compilation of systems to monitor clinical activity
* Patient assessment and monitoring systems
* Moving and handling procedures
* Health and safety procedures
* Infection control procedures
* · Control Book procedures
* IT equipment and systems utilised to support the delivery of patient care
* Telephone/communication system
* Write reports for senior management
* Responsible-for ensuring all equipment is safely maintained.
* Use of approved/agreed risk assessment and risk management tools
* Understand the standing financial instructions and budgetary systems within the partnership
* Be familiar with the use, storage and maintenance of all equipment used within the clinical areas including emergency equipment e.g. Resuscitation Equipment
* Mobile Phone to ensure safety in accordance with lone worker policy ·and to maintain links with clinical areas, senior management and other agencies
* Responsible for security of the designated building e.g. Identified key holder (can be called out when intruder alarm is activated out with office hours)
* Can be contacted out with office hours when fire alarm is activated

# ASSIGNMENT AND REVIEW OF WORK

.♦ Workload is determined by the needs of the service, pa1inership priorities and external forces.

* The post-holder is responsible to the Service Manager of the Clacks/Stirling HSCP for operational guidance, work review and formal appraisal of performance, and to the Head of Profession for professional guidance, support/advice and development.
* Workload mainly self-directed and determined by the needs of the service however post-holder will have responsibility for managing workload within professional guidelines and within the Partnership’s objectives.
* Expected to make autonomous decisions on a daily basis in relation to all matters pertaining to the areas of designated responsibility
* The post-holder is accountable for the standards of care delivered by staff in clinical areas of responsibility.
* Recognise own limitations, therefore seek guidance when necessary from appropriate personnel e.g. Human Resources, Service Manager, professional Lead.
* The post-holder will recognise situations that require assistance and support from senior management
* Identify own learning needs and develop personal learning plan

## COMMUNICATIONS AND WORKING RELATIONSHIPS Internal

The post- holder will work closely with the Service Manager and the Head of

Profession and other members of the Clacks/Stirling HSCP Mental Health Management team. They will form effective communication links with:

* The patient, relatives/carers and the multidisciplinary team involved in the provision of Community Adult Mental Health care
* Clinicians and department Managers - patient condition, workload issues, staffing issues
* Patients advocacy services
* Less experienced staff/students - support/advice/training
* Other relevant departments within the partnership e.g. estates, supplies, Risk dept etc
* Staff side representatives
* Integrated Mental Health Service colleagues Forth Valley Wide

## External:

Due to the specialist nature of the service, the post-holder will maintain communications with a wide range of other agencies e.g.

* Two local authority bodies within Clacks and Stirling HSCP.
* Third and Independent sector and Care Commission
* Other health boards
* Police
* Scottish Government . *(*
* Voluntary Organisations
* Independent Advocacy services
* User/carer organisations
* Other statutory organisations
* Central Legal Office

+., Professional bodies

## 9a. PHYSICAL DEMANDS OF THE JOB

**Physical demands**

* Trained in the approved Management of Violence and Aggression procedures and maintain annual updates.
* Required to use breakaway and de-escalation techniques in order to maintain personal safety at any point throughout working day.
* Potential exposure to verbal aggression from patients /relatives on daily basis.
* Be able to respond speedily to emergency or unplanned situations physical illness, patient harming self, becoming abusive physically and verbally to another patients or staff.
* Keyboard skills.
	+ The post-holder will be mobile for the majority of working day.
	+ High level of sensory skills (observational skills) particularly visual and auditory

.to help assessment of potentially dangerous situations.

* + Adherence to the approved Moving and Handling policies .
	+ Potential exposure to body fluids - blood, vomit, spitting several times a week.
	+ Potential exposure to smoking environment in community settings (i.e. patients' home).

## 9b. MENTAL/EMOTIONAL DEMANDS OF THE JOB

**Mental Demands**

* + Mental ability to cope with the level of responsibility of the post
	+ Mental ability to cope with decision making and direct others in rapidly changing situation
	+ Mental ability to accurately recall and report events. Retention and

· communication of knowledge and information ,

* + Mental ability to cope with organisational change and be able to support others in respect of this. ·
	+ The ability to multi-task due to the nature of the role, which will result in changing from one task to another with continual interuptions from· patient/relatives/staff.
	+ The ability to prioritise workload depending on need/demands from others
	+ Intensive concentration required when observing patient behaviours, which may be unpredictable.
	+ Dealing with unpredictable workload
	+ Concentration required when checking documents, compiling reports, prone to frequent interruptions from phone calls, speaking to other staff

## Emotional Demands ·

* + Individual sessions with patients and carers on a range of issues
	+ Individual sessions with staff members-supporting staff through personal difficulties/adverse clinical situations e.g., Critical incidents
	+ Meeting the demands of various members of management support team, Integrated Adult Mental Health Service and external agencies
	+ Remaining objective in decision making during periods of high stress
	+ Dealing with moral and ethical issues
	+ Coping with distressing information
	+ Remaining objective and reasonable in demanding and difficult situations
	+ Supporting colleagues/peers in an emotionally demanding work place
	+ Maintaining self-motivation and that of others
	+ Carrying out Management of Employee Conduct policy
	+ Being available in an emergency situation
	+ Dealing with complaints
	+ Dealing with Critical Incidents
	+ Working in an environment which has Personal Security Alarms
	+ Having to work in a sustained and focused manner and to respond to short deadlines.
* Intensive individual sessions discussing sensitive issues i.e. trauma
* Dealing with patients with severely challenging behaviour
* Maintaining active listening over prolonged periods during assessments and individual sessions
* Individual sessions with patients/ relatives on a range of issues relating to mental health face-to-face or via telephone
* Dealing with unpredictable workload
* Being available, if required, for an emergency situation - at times patients may harm themselves within the Unit in response to their mental illness.
* Breaking bad news to relatives and patients - telling people who do not believe they are unwell that they require treatment. Passing on information to family at patients' request - about past trauma, alcohol problems, suicidal thoughts and attempts and/or. need for admission to hospital.
* Supporting relatives and patient who receive bad news
* Acting as advocate when appropriate
* Being exposed to discussion with people who suffer from delusional ideas, impulsive behaviours, suicidal ideas or self-harm thoughts and whose behaviour is challenging as a result. Discussing trauma related abuse issues with people who have suffered this.
* Clinical risk assessment of patient referred to the service - risks include self-harm, physical aggression, suicide and personal neglect.
* Lone working

**Working Conditions**

* Exposure to all aspects of physical care to an individual.
* Exposure to verbal aggression.
* Exposure to physically aggressive behaviour.
* Potential exposure to unpleasant smells and bodily fluids.
* Exposure to passive smoking
1. **KNOWLEDGE, TRAINING AND EXPERIENCE REQUIRED**
	* Professional Registration from the following professions: Nursing, AHP
	* Degree qualification relevant to professional registration
	* Significant post registration experience
	* Experience at a senior level, including operational management and clinical supervision
	* Significant post registration experience that provides evidence of integrated working within Community Adult Mental Health Services.

**THIS JOB DESCRIPTION REFLECTS THE POST AS IT IS NOW AND WILL BE SUBJECT TO ONGOING REVIEW AS HEALTH AND SOCIAL INTEGRATION CONTINUES TO DEVELOP**

**PERSON SPECIFICATION**

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|  | **Essential** | **Desirable** |
| Qualifications | * Registered Clinical Professional (Nurse or AHP)
* Degree qualification or equivalent experience
 | Management qualification |
| Experience | * Significant post registration experience
* Experience at a senior level, including the provision of operational management and professional supervision.
* Evidence of integrated working with Local Authority and Third Sector Partners
 |  |
| Skills/knowledge, | **Management skills*** Highly developed interpersonal, leadership, motivational, decision making and communication skills
* Clearly demonstrable knowledge and desire to work within an integrated service with Local Authority partners and Third Sector partners
* Ability to demonstrate skills and knowledge in managing within a diverse and dynamic workforce
* Excellent report writing and presentation skills
* Experience of managing conflict within teams
* Negotiation skills
* High level of knowledge in relation to professional issues
* Managing budgets
* Ability to develop services

**Others*** Possess an understanding of the Third and Independent Sector and Care Commission
* Risk assessment/ management skills
* Working knowledge of Mental Health · (Scotland) Act, Criminal procedures Act, Adults with incapacity Act, Adult Support and Protection
* The ability to work independently and effectively as part of a care team
* Ability to use initiative
* The ability to work with people as part of a multidisciplinary team
* Ability to work across professional boundaries and groups
* IT skills
* Clinical Audit skills
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| Personal qualities | * Demonstrate a flexible and innovative approach
* Diplomatic
* Persuasive
* Self-motivated
* Organised
* Positive proactive outlook
* Demonstrate coping mechanism for dealing with complex and stressful situations
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| Research and training | * Evidence of teaching and ability to undertake research
* Ability to understand the application of clinical Governance
* Evidence of continuous professional Development
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| Other |  | * Car driver
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