

**Scottish Ambulance Service**

**Job Description**

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| **1. JOB IDENTIFICATION****Job Title:** **Head of Service (Mental Health and Dementia)** **Department(s):** Mental Health and Dementia Care Team,  Care Quality and Professional Development **Job Holder Reference: MLPR 484 \*** (Previously titled Clinical Lead for Mental Health)  **No of Job Holders:** 1Date Job Description Agreed: Pending  |

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| 2. JOB PURPOSE The purpose of the post is to lead and manage delivery of continuous clinical improvement. and clinical governance priorities in relation to mental health and dementia care for the Scottish Ambulance Service (SAS). The post holder will have responsibility for the establishment of effective clinical governance systems and providing expert advice across the organisation on mental health and dementia governance. The post will provide senior leadership, management and coordination of the mental health and dementia care team within the service, including the mental health paramedic response unit service. Additionally, the post holder will work across the organisation, providing assurance of processes and lead on the activity of the board to meet the governance responsibilities in relation to mental health and dementia care. The post will provide assurance through development and implementation of an annual work plan for the team in line with strategic goals and deliver these with and through staff and public engagement approaches. Post will report progress and work being undertaken across a range of internal, and external, committees, professional networks, and governance groups. Preparation of Board level reports and engagement with members of the Board and Executive Team to meet organisational responsibilities. The purpose of the role also includes identifying, establishing and maintaining key collaborative relationships with external stakeholders and organisations such as Scottish Government, NHS 24 and Police Scotland – as part of the mental health pathway – to facilitate identification, and delivery, of collaborative work streams and objectives. Particularly in areas where collaboration can enhance the patient experiences and outcomes.  |
| 3. DIMENSIONS The post will report to the Director of Care Quality and Professional Development and sit within the Care Quality and Professional Development Directorate but, the nature, purpose and ambitions of the role will require organisation wide, national dimensions. This post will operate system-wide and relationships will therefore be highly complex and span all aspects of mental health and dementia across health and social care agendas, including statutory and non-statutory health and social care providers, and across the blue light services. . The post holder will engage with a complex array of networks, groups and individual practitioners in the course of this work. This will involve working across structures and boundaries, ensuring explicit linkages are developed and simultaneously aligned with the personal and skills development of clinical staff. The dimensions for influencing and innovative working extend across all clinicians, clinical disciplines and Directorates within the organisation. Additionally, external relationship will exist, and be formed with local, regional and national organisations and with stakeholders to contribute to the enhancement of care, and organisation provision, in relation to mental health and dementia care.  |
| **4. ORGANISATIONAL POSITION** |
| 5. MAIN TASKS, DUTIES AND RESPONSIBILITIES * To provide senior leadership and management, including first- and second-line management, within mental health and dementia care team within SAS. Duties associated include coordination of individual work plans, consistent with the team wide work plan, appraisal and development processes, implementation of human resource policies/procedures and recruitment activity.
* Ensure that mechanisms of appraisal, support and continued development are embedded within the team to support colleagues and ensure achievement of organisational ambitions as represented in colleague’s annual objectives/work plans.
* To, via delegated responsibility from the Director for Care Quality and Professional Development, effectively manage the financial budget associated with the mental health and dementia care team, including actively identifying and pursuing additional funding opportunities/models.
* Post will provide senior leadership, management and be accountable, for the continued development, enhancement, operational governance, and evaluation of the mental health paramedic response unit service. Duties associated include assurance of compliance with organisational policies and procedures in relation to recruitment, human resources, health and safety, finance and operational response procedures/policies. Additionally, the post, will develop, maintain and enhance relationships with internal and external colleagues through which the mental health paramedic response unit service is delivered. This will be done in partnership with the mental health paramedic response unit service manager.
* Post will be responsible for the identification, articulation and communication of risks as they relation to the mental health and dementia care team – and wider organisational risks as they relation to mental health dementia care/response for the organisation. Will work in partnership with colleagues in risk management team to express level of risk, identify actions/mechanism to manage the risk and evaluate their impact.
* To provide expert advice and support, in conjunction with the Mental Health and dementia care team, on planning and implementing the strategy for mental health and dementia governance within the organisation.
* To be responsible for developing, implementing and evaluating a range of mental health and dementia care Governance policies and supporting activities, which sustain the Board’s overarching mental health and dementia governance and risk management strategies at a corporate and operational level. This must take account of legislative requirements, national policy, impacts on other areas, and agencies across the organisation.
* To provide expert guidance and assistance to services with the planning and evaluation of audit programmes relating to mental health governance policy and practice.
* To review, implement and monitor national guidelines to improve practice where appropriate in relation to mental health and dementia.
* To regularly promote, commission or conduct audit in clinical practice in relation to mental health.
* To design, commission and deliver training and education programmes in relation to mental health and dementia in liaison with other key stakeholders.
* To work with other corporate services such as complaints, claims, risk, in identifying and reporting on broader issues in relation to mental health and dementia governance and contribute to the action planning when necessary and monitoring compliance to ensure closure of such action plans.
* To be an advisory member of key committees or working groups as required by the Organisation. This may be internal to the Scottish Ambulance Service or working with regional or national arrangements.
* To provide specialist advice to staff and management on individual mental health and dementia governance issues requiring subject expertise/input. This sometimes requires judgement of a range of complex options including those where opinion differs or if there is no formal evidence in which to base a decision.
* To provide leadership within the arrangements and work with the Mental Health and Dementia Care Team and the Director of Care Quality and Professional Development to progress plans for improving or demonstrating compliance with strategy, guidelines and standards appropriate to the wide mental health and dementia agendas or other specified performance standards in relation to mental health and dementia.
* To contribute to the action plan to address the areas of non-compliance identified in respect of the NHS HIS Clinical Governance standards or other specified performance standards, providing leadership and advice to clinicians and other staff in relation to mental health and dementia.
* To contribute to the collation of evidence in preparation for assessment visits in relation to mental health and dementia arrangements within SAS or a part of a wider system of review.
* Represent the Board at National level on mental health and dementia governance forums, peer groups and professional networks.
* Responsible for the security and confidentiality of any records within the department.
* To actively influence, support and lead on elements of development and implementation of the organisations mental health and dementia priorities, including the development of organisation wide strategy.
* To engage with leaders to agree improvement programmes that fit with the broader organisational priorities, influences mental health and dementia practice, and impacts positively on the quality of patient care and outcomes.
* To provide highlight, update and project reports to a range of committees, governance groups, and to the Director of Care Quality and Professional Development for communication to the NHS Board Clinical Governance Committee, Executive Management Team and Board.
* To ensure that the Director of Care Quality and Professional Development is provided with analytical reports and recommendations on issues, and actions required to provide assurance on the delivery of safe, effective and person-centred in relation to mental health and dementia within SAS.
* To ensure that all clinical governance and patient safety groups are provided with mental health and dementia improvement support and that Regional Directors are able to describe how their teams are delivering safe, effective and person-centred care in relation to mental health and dementia.
* Take a lead role in collaboratively working with other services to ensure consistency of practice and effective use of resources and take a lead role in the design and development of future improvement initiatives in relation to mental health and dementia.
* To oversee the implementation of robust systems and processes for collection, collation, and monitoring of data to support assurance against required standards and compliance in relation to mental health and dementia.
* To lead the design, development and implementation of improvement initiatives tailored to meet the requirements of specialist areas while avoiding variation in practice across the organisation.
* Promote and facilitate activity to reduce variation in patient care across the organisation, e.g., care delivery, documentation and guidelines, ensuring that patient’s receive a consistent approach to care delivery that provides the highest quality of care in relation to mental health and dementia.
* Work closely with other support services e.g. Health and Safety, to influence and support a collaborative approach to the delivery and measurement of clinical improvement and governance activity in relation to mental health and dementia.
* Lead and manage local integration of measurement for clinical improvement approaches across clinical services, providing expert advice and guidance on adoption of appropriate measurement tools and methods to ensure that data provides valuable information for improvement and performance in relation to mental health and dementia.
* Presentation of data and information to senior clinicians and executives in what can be a high level of emotional engagement and commitment to an alternative way of working. This requires high level interpersonal skills and the ability to use different communication techniques and influencing strategies to obtain the required solution.
* Within the context of having analysed and assessed the emerging data, significant experience and skill is required to influence the development of improvement activities and programmes to support the expansion of continuous improvement in relation to mental health and dementia.
* To lead on the evaluation of improvement activity through benchmarking and measurement to demonstrate the robustness of the care delivery and the effectiveness of mental health and dementia practices.
* Lead on the exploration of potential enhancements, and priorities for the organisation, in relation to supporting people with learning disabilities and ensuring provision of safe, effective, person-centred care for people with learning disabilities.
* Duties may include contributing to the organisations on call management structures to provide leadership and support decision making for teams and colleagues across the organisation.
* Establish, maintain and enhance collaborative relationships with key organisations, individuals and groups across health and social care – including statutory and non-statutory health and social care services – to facilitate development and enhancement of services through collaboration, consultation and co-production approaches to service improvement in relation to mental health and dementia.
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| 6. EQUIPMENT AND MACHINERY* The post holder will be required to use a P.C. to collect, collate and interpret information (generated by self and other people) and process this to create and deliver presentations, data and for purposes of communication.
* The post holder is required to operate all equipment associated with the appropriate healthcare professional role.
* Operate audio-visual equipment including laptop, smartboards and projectors during presentations.
* Operate digital camera and computer software for photographs.
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| 7. SYSTEMSThe post holder will be required to be competent in the use of Microsoft Office packages and have a well-developed understanding of the way in which IT software can support the delivery of efficient systems to discharge role demands. This includes input, analysis, report generation and information presentation. * Ensure effective and systematic monitoring of developing services through appropriate evaluation techniques e.g., clinical audit, service evaluation, service user experience, and so on
* Electronic systems, including e-health systems such as knowledge portals, dashboards.
* Frequent use of electronic email system and Microsoft teams platform.
* Frequent use of electronic and paper-based system of measurements to monitor/improve the quality of the mental health and dementia services;
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| **8. DECISIONS AND JUDGEMENTS**The post holder reports to and is accountable to the Director of Care Quality and Professional Development but operates with a significant degree of autonomy and discretion, managing their own workload, immediate priorities and diary schedule within a framework of agreed objectives. The post holder will also be responsible for managing and supporting colleagues within the mental health and dementia care team to manage their own workload, identify priorities and manage competing demands/priorities. Post holder will work under their own initiative and continually make decisions and exercise judgements which can have significant impact within the team, and for the wider organisation. This may include decisions on complex human resource, operational and financial governance. Post holder will have the ability to analyse, distil and process large amounts of complex and shifting information, including identifying when to seek input from teams and individuals across the organisation. The post holder has significant discretion to identify, collaborate and communicate with a broad range of stakeholders in meeting personal objectives and organisational priorities. The post holder has significant scope to interpret the mental health and dementia governance evidence base and national requirements on behalf of the Board, Directorates and Clinical Services. Within the framework of National, NHS Health Board and Divisional priorities and strategic plans. The post holder is responsible for analysing and interpreting national strategy documents and advising on the implications for service/practice in relation to mental health and dementia. This involves writing papers and specifying improvement options to give direction to the organisation on how to take forward national strategies, giving consideration to local priorities, demands and targets.The post-holder will contribute to development of Health Board policy related to Mental health and dementia governance. The post holder will make judgements on what they recommend to be included in policies, annual reports and external self-assessment reports on behalf of the organisation.As a lead, specialist advice is provided to staff and management on individual episodes of care, or patient’s being supported by the ambulance service who have a mental health need and/or are living with dementia. This sometimes requires judgement of a range of complex options including those where opinion differs or if there is no formal evidence on which to base a decision. This post may involve an element of on call working, supporting the senior clinician on call rota. This will involve the post holder working autonomously, using a high degree of initiative and discretion providing both clinical telephone advice and response where deemed appropriate by the postholder to assist with clinical issues. |
| 9. COMMUNICATIONS AND RELATIONSHIPSThe post holder will require highly developed communication skills to establish and sustain productive working relationships especially in the context of highly sensitive, complex, hostile or threatening situations. Due to the nature of the work the post holder is involved in highly emotional and challenging meetings with staff and patients who require counselling and support. Post holder will be able to demonstrate the skills to influence individuals and groups, and communicate highly complex issues associated with all aspects of service delivery and the post.  The post holder must be able to communicate effectively with all levels and all staff within the organisation, which can range from Board directors, through to direct care staff.This communication frequently involves various forms of contact such as direct verbal discussion, disseminating information electronically and delivering formal training to a variety of staff groups. These groups will vary from small multi-disciplinary teams to large groups. The post holder will be required to develop and disseminate bulletins and newsletters to share lessons learned with the Service and where necessary at a wider National level.The subject matter of this communication is predominantly of a complex nature and can be highly sensitive, dealing with difficult mental health and dementia and managerial issues that then form the basis for further action. These issues could potentially arise from any discipline or speciality in the Board or relate to any healthcare management question in relation to mental health and dementia care. The post holder must be able to communicate effectively with all levels and all staff within the organisation, which can range from Board directors, through to direct care staff. The post holder must be able to communicate effectively with patients and families during complex clinical investigations or reviews involving external agencies e.g. procurator fiscal, mental health and dementia committees.The post holder will maintain close working relationships with a range of internal and external stakeholders contributing to improving the safety of services. This will include communicating and managing individual, and group relationships with colleagues including; service Board members and managers, service staff and trade union officials, Directors/senior managers and leaders across health and social care services, patient representatives/lived experience groups, MSPs and senior civil servants, central and local government agencies and officials, senior Police and Fire managers, service public relations and communication colleagues and voluntary aid agencies. The post-holder is expected to maintain communication and working relationships with the National network of mental health governance colleagues.  |
| **10. PHYSICAL, MENTAL AND EMOTIONAL DEMANDS OF THE JOB*** Mental requirements of the post holder include the ability to be able to concentrate for prolonged periods of time. The ability to digest, analyse, distil and communicate large amounts of complex and sometimes sensitive information is also required.
* The post holder must be able to grasp and explain concepts, theories, frameworks and models relating to complicated ‘specialism’s’ such as information systems and management, public policy, organisational development, change management and service operations delivery to a wide and varied audience.
* Emotional demands of the role can include the imparting of controversial, undesirable, or unwelcome news externally to members of the public, patient groups and other stakeholders, and internally to managers and staff - e.g. over health board area(s), divisional or organisational changes (with potential operational, clinical and political implications
* The post requires the ability to deal with a number of competing priorities on a day-to-day basis.
* The job requires the post holder to work highly concentrated for extended periods of time (e.g. 3-4 hours) and that demands a high level of attention to detail and accuracy.
* The post holder may occasionally encounter graphic images or descriptions in the review of serious incidents that may be perceived to be distressing or be indirectly exposed to emotionally difficult circumstances.
* The post holder is required to manage short, unexpected periods of high workload immediately following serious incidents or emergencies.
* The post holder will regularly spend prolonged periods e.g. 2-3 hours on a computer undertaking analysis and report construction
* The post holder is required to spend significant amounts of time driving across Scotland at all times of year.
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| **11. MOST CHALLENGING/DIFFICULT PARTS OF THE JOB*** Managing workload and priorities within an unpredictable work pattern responding to urgent or immediate demands.
* Decision making on highly complex situations where there are no single solutions requiring analysis and careful options appraisal. This can result in elements of risk still being present therefore there is a requirement to interpret all available options.
* Dealing with distressed/stressed staff, patients, and families during the investigation/review of adverse incidents or fiscal investigations.
* Offering support to staff, patients and relatives.
* Maintaining standards of personal conduct and managing relationships to sustain the high trust necessary for the development of a safety culture within the organisation.
* Dealing with emergency situations as a first response or within a scene management role.
* Dealing with highly emotional scenes while attending emergency calls.
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| 12. KNOWLEDGE, TRAINING AND EXPERIENCE REQUIRED TO DO THE JOB* Registration with relevant professional body e.g. HCPC, NMC, SCCC
* Master’s degree or equivalent experience
* Post-graduate qualification, training or equivalent experience in a specialist area related to the nature and scope of the role (i.e., education, counselling, mental health, dementia)
* High level of knowledge and awareness of priorities as they relate to mental health and dementia, especially in relation to provision of unscheduled care and support.
* Experience and clearly demonstrated competency set for management in the Health Service including managing others, managing projects and contributing to strategic developments.
* Knowledge and competence required by specialist and strategic advisor in Mental health and related fields.
* Highly developed specialist knowledge across the range of work procedures and practices underpinned by theoretical knowledge and relevant practical experience.
* Evidence of continuous professional education/development.
* Evidence of continued competent clinical practice within professional scope of practice.
* Excellent communication skills with a demonstrable ability to influence others.
* Skilled in problem solving and analysis of complex situations.
* A working knowledge of applying root cause analysis techniques.
* Negotiation skills.
* Working knowledge of a variety of IT packages.
* Silver Commander training desirable with knowledge and skills to provide scene management.
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| 13. JOB DESCRIPTION AGREEMENT **Job Holder’s Signature:** **Head of Department Signature:**   | Date:Date: |