**Job Description**

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| **1 Job Identification**  **Job Title:** Senior Manager – Arran Services  **Responsible to:**  Head of Service – Health and Community Care for NAHSCP Services  Clinical Lead for Arran Medical Group Services  **Department:** Health and Community Care Team  **Directorate:** North Ayrshire Health and Social Care Partnership  **Location:** Arran/Cunninghame House  **Job Reference:**  **No. of Job Holders:** 1  **Date of Last Update:** 10 July 2024 |
| **2 Job Purpose**  The Senior Manager – Arran will provide senior leadership to and management of all health and social care staff providing services on Arran. This will involve the delivery of the outcomes of the Arran Review and in conjunction with the island management teams provide an overview of day-to-day management and utilisation of staff across the island. It will also include the matrix management of those who travel to the islands to provide care, treatment and support. In doing so, the postholder will be required to develop a range of disparate health and social care services into a cohesive function designed to provide tailored and targeted support to local people.  The postholder will be required to provide visionary leadership across island-based primary and community care services, inpatient and residential care, ensuring these are safe, effective and flexible to deal with changes in need and demand at both an individual and population level.  At the heart of this, the postholder will be required to effectively engage the local population, local primary care providers, the third and independent sectors and staff from the directly managed services to understand health and social care needs and to design and deliver of responsive, proactive and flexible services to meet these in both the in-Hours and Out-of-Hours periods. This must be underpinned by the development of the services required to create a viable alternative to emergency admissions to hospital and minimise transfer off of the island. It will be imperative that the outcomes of the Arran Review are successfully implemented.  The Postholder will ensure that the management and governance systems underpinning health and social care service delivery on the island is suitably robust to enable the identification of good practice and adverse events, drawing on learning from these at a team and corporate level. Key to this, the postholder will identify the professional and practice impact of policy and regulatory changes and share these with colleagues responsible for mainland services to improve service planning and delivery.  In discharging these functions, the Postholder will form the Senior Leadership Team for the island with the Lead General Practitioner, drawing on the wider Health & Social Care expertise required to assess local issues and needs, as well as designing solutions to these.  Further, the postholder will be required to undertake the lead role on behalf of the Partnership for the development of Arran Community Hospital services, ensuring these dovetail with Primary Care and Acute Service provision to offer a smooth and seamless transition for individuals when their needs determine that a hospital stay is necessary.  One of the Senior Managers will be required to provide the professional lead role for adult social work services, ensuring the systems and processes are sufficiently robust to enable the identification of good practice and adverse events, drawing on learning from these at a team and corporate level, as well as identifying the professional and practice impact of policy and regulatory changes and sharing these across the adult teams.  The Postholder will provide Senior Management representation on the Arran Locality Planning Group on behalf of North Ayrshire HSCP, supporting the group in its planning and decision making processes while ensuring the resources available for health & social care on the island are used to best effect against the identified priorities.  Finally, this post will form part of the Health and Community Care Management Team within North Ayrshire Health and Social Care Partnership, contributing to the assessment of need; evaluation of service effectiveness; identification of professional and corporate learning; and the proactive horizon scanning of changes in policy and practice, ensuring staff and service development is designed to meet the changing needs and demands over time. |
| **3 Dimensions**  The postholder will operate across all health & social care services on Arran, including those provided by the Third and Independent sectors, with direct responsibility for the management and deployment of health and social care staff based on the island and for the matrix management of those who travel to the island to deliver services. Specifically, the postholder will have responsibility for:   * Strategic overview, leadership and support to Arran Medical Group * The provision of safe effective care from Arran War Memorial Hospital; * The delivery of residential and step-up/step-down care from Montrose House, co-ordinating care home capacity with the independent sector to ensure local needs are met, wherever possible, on the island and off island where necessary; * The provision of Day Care from Stronach Day Services; * The local delivery of Care at Home services on Arran; * The District Nursing Service; * The Social Work Team based on Arran and visiting adult services to both islands; * Third Sector liaison on the island; * Community Hospital Development on a pan-Partnership basis; and * One post within this job family will also adopt the Social Work Professional Lead role within Adult Services.   Across these functions, the postholder will have responsibility for:   * Total Number of Direct Reports: 5 * Total Number of Health Care Staff: 45.11 * Total Number of Social Care Staff: 57.1 WTE * Total Number of Administration Staff: 9 * Total Number of Care Homes: 1 * Total Number of Day Care Facilities: 1   The postholder will also have responsibility for combined health and social care budgets totalling: £5.1m and strategic overview of Arran Medical Group |
| **4 Organisational Chart** |
| **5 Role of Department**  North Ayrshire Health and Social Care Partnership comprises everyone involved in the delivery of community health and social care services within the local area to ensure:   * The health needs of the local population are fully assessed and efforts targeted to improve health and close the inequalities gap; * Local directly provided services are designed and managed effectively; * Other services required to support individuals at home or in a homely setting are commissioned with a clear focus on desired outcomes; * Services are fully integrated and seamless from the point of view of the people who use them; * There is a sense of local ownership of the services being delivered with strong local accountability through involvement of the community, people who use services, family carers, community organisations and local councillors; and * Local stakeholders are involved in the design of services and the allocation of resources to support their delivery to best meet the needs and preferences of local communities. |
| **6 Key Result Areas**   1. To establish, effectively lead and target the efforts of those providing health and social care on Arran, ensuring team members understand their individual roles, complement those of other team members and engage proactively with other third & independent sector providers of residential and community-based care to fully assess and meet the needs of individuals on Arran. 2. To provide high quality senior management and leadership to the teams within their designated area, ensuring a clarity of vision and purpose for the future shape and configuration of these teams and the services they deliver; the development and cascade of annual goals and outcomes to ensure consistency and commonality of purpose and direction; and a culture of continuous improvement and person centeredness to ensure all team efforts are focused on achieving the best possible outcome for the individual they care for. 3. As a member of the Health and Community Care Management Team within North Ayrshire Health and Social Care Partnership, the postholder will contribute to the assessment of need; evaluation of service effectiveness; identification of professional and corporate learning; and the proactive horizon scanning of changes in policy and practice, ensuring staff and service development is designed to meet the changing needs and demands over time. 4. To design and deliver a range of seamless, fully integrated services on Arran designed to enable the early identification of individual needs and the swift deployment of support, care and treatment services designed to reduce the risk of increasing or sustained needs while ensuring services adapt to meet long-term needs when they arise. Specifically, this will include:    1. Forming, developing and embedding a Senior Leadership Team for the island with the local GP, drawing on the experience and expertise of other health & social care professionals as necessary to design and deliver positive service responses to on-island issues ensuring the totality of the island resource is used flexibly to maximise local benefit.    2. Representing NAHSCP on the Arran Locality Planning Group, ensuring the views of statutory services are represented and influence local decision making while utilising the totality of the Arran budget to best effect against identified priorities.    3. Adopting a continuous improvement approach to the review and refinement of service provision within Hospital services on Arran, ensuring standards of governance, patient safety, hygiene and building maintenance are maintained. Similarly, the postholder will continually review the needs of the local population to ensure in-patient services are appropriately designed, configured and constituted in light of viable island-based alternatives to meet these needs;    4. Ensuring Arran Medical Group team and service delivery is embedded and joined up with all other services on the island. Ensuring GMS provision is maintained and embrace any changes as a result of the new GMS contract in 2017    5. Ensuring maximum potential is derived from the Montrose House facility in supporting the most vulnerable individuals who require residential care and those who require short-term support either as an alternative to hospital admission or to support early discharge following a hospital stay. In doing so, the postholder will develop strong links with the independent sector care home providers to ensure robust and seamless care pathways, are in place across facilities in order that they operate in a supportive and fully complementary manner.    6. Continually review the provision of Day Care services on the island, ensuring these are developed to meet the needs and preferences of service users and to support the maintenance of their independence.    7. Ensuring the Community Nursing Service on Arran is configured to meet local needs, facilitate hospital discharge while minimising hospital admission and is fully embedded and aligned with other Primary and Community Care service providers to enable the free sharing of information, advice and support to deliver the highest possible standards of care to local people.    8. Supporting the development of the Older People’s mental health on the island ensuring it operated effectively across community, inpatient and residential settings while complementing the work of the District Nursing, Social Work and GP teams.    9. Developing the Social Work Team based on Arran to ensure their full integration into island services as well as the modernisation of their systems and processes to maximise efficiency and reduce duplication.    10. Local management of the directly provided Care at Home Service nurturing the professional development of the staff within the service while exploring the use of generic workforce across health & social care teams.    11. Developing the strategic direction with GPs on Arran and working closely with the practice to deliver this in line with the wider service model.    12. Engaging the Third Sector and Independent Sectors on Arran to ensure commissioned and directly managed services complement each other in fully meeting the needs of service users.    13. Ensuring good practice from the development of Community Hospital services on Arran is shared with the wider management team to inform service delivery across North Ayrshire. 5. To engage and involve staff in the development of a clear direction and shape for each of these service areas based on an assessment of local need, ensuring this is shaped into a coherent and cohesive vision for an Arran model that complements the direction of other service areas within the Partnership and maximises all resources available 6. To engage and involve individuals, community groups, communities the Third Sector and Independent Sectors to develop a robust understanding of needs and preferences, utilising this intelligence to inform the vision and direction for Community Care services. 7. Utilising the intelligence gathered from the Arran Initial Agreement, the post holder will regularly engage with the Service Manager Health and Community Care Transformation planning and the wider Health and Social Care Partnership and NHS Ayrshire and Arran to deliver and implement the model of care outlined in the Arran Initial Agreement. This includes the establishment of overnight care at home, a single point of contact for services on Arran and the development of an interim Estates plan for co-location of services and in the longer term an Outline Business Case for an Arran integrated hub. 8. Establish performance review and monitoring arrangements, providing regular assurance reports to the HSCP Management Team through the performance management processes. The post holder, working with their teams, Primary Care Providers, Acute Hospital colleagues, Third and Independent Sector Representatives and local communities will review the service standards that have been determined nationally and set locally, complementing these with additional measures of effective assessment, treatment and care and desired outcomes from a stakeholder perspective, to create and refine a performance framework for Arran Services in North Ayrshire. 9. In delivering the North Ayrshire Health and Social Care Partnership aim of seamless services from the point of view of the service user, the postholder will adopt a continuous improvement approach to eradicating duplication from all aspects of their designated service areas, ensuring the resources are recycled within and across these service areas to remove gaps and maximise capacity.      1. On behalf of the Partnership the postholder will proactively engage with the Third and Independent Sectors on Arran to develop and nurture the relationships necessary to secure the levels of joint working and integrated service provision necessary to address the determinants of health, improve health status of individuals and reduce the level and impact of health inequalities. 2. Utilising Performance measures to assess Arran Services, and comparing outcomes with these in other areas, ensure service users benefit from a consistently high standard of care across North Ayrshire and ensure services on the Island are sufficiently tailored, targeted flexible and responsive to meet the differing needs and preferences of local communities, thereby securing consistent outcomes across the area. 3. Within their sphere of responsibility, the postholder will identify learning from good practice and from adverse events, deploying root cause analysis theory in leading case reviews, from which key themes and improvement opportunities will be identified, with learning and training materials being produced to support Continuous Professional Development within their directly managed teams and across the wider teams within the Partnership. 4. The postholder will adopt senior responsibility for the identification, recording and mitigation of risk within their designated areas of responsibility, ensuring these are reflected and regularly updated within the Partnership Risk Register to support the proactive management of risk at a corporate level. 5. The postholder will establish robust arrangements for the formal recording, reporting and investigation of adverse incidents, ensuring the findings and associated learning are formally reported through the local governance arrangements and shared with staff to minimise the risk of such events recurring in the future. 6. On behalf of the Partnership, one post within this job family will adopt the role of Social Work Professional Lead for Adult Services, drawing on and sharing training and development opportunities associated with learning from good practice, adverse events, identified risks and policy or practice changes, rolling this learning out across the Health and Community Care Team and providing assurance on this through the wider Social Work Governance arrangements. 7. The postholder will be accountable for ensuring services within their designated area of responsibility are configured effectively and efficiently to ensure the resources available are deployed to best effect to meet local needs while delivering against the requirement for a balanced budgetary position. 8. In doing so, the postholder will be accountable for expenditure on services within their designated area, while supporting Team Managers and frontline Managers who will assume delegated responsibility for budget management, linking this to operational decision-making. |
| **7a. Machinery and Equipment**  Daily use of:   * Personal Computer * Photocopier * Scanner * Shredder * Telephone * Fax machine * Laptop * Projector * Frequent use of car to travel to practices |
| **7b. Systems**   * Use of Microsoft Word to create documents and reports * Use of Microsoft Power point to create and deliver presentations * Use of Microsoft Excel to analyse data, calculate funding, produce graphical displays of data and reports * Use of Internet Explorer to maintain awareness of and access on line information sources * Use of Lotus Notes for correspondence with internal and external correspondents, diary management and maintenance of contacts. * e-Manager * e-Expenses * SSTS * DATIX * CM2000 * Carefirst * INTEGRA/SDOL * Talentlink/Jobtrain |
| **8. Assignment and Review of Work**   * The post holder is expected to operate autonomously with a high degree of delegated decision-making combined with a significant degree of freedom in terms of management and assignation of their work load. * Much of the work is self-generated through direct engagement with the managerial, professional and frontline support staff within Locality Services. * The postholder will be responsible for the identification, interpretation and application of national guidance and policies within their respective field(s). * Objectives will be agreed annually with the Head of Service – Health and Community Care, with progress being assessed formally at the six-month point and annually through the postholder’s year-end appraisal. |
| **9. Decisions and Judgements**   * The postholder is required to deal with complex and often ‘wicked’ problems for which there may be no clear solution. In dealing with these, the postholder will be required to draw on extensive personal experience, good practice as identified at a national and international level and the advice of others to devise emergent plans that will respond to the associated issues. * This post requires the interpretation and application of complex regulations, directions and guidance * The postholder has delegated authority to assess and respond to changing demands for services within their designated area, with freedom to reprioritise resources and workload to meet the greatest level of need * The postholder is expected to exercise a significant degree of initiative and autonomy in relation to the management and assignation of their workload * The postholder prioritises their own workload, and gives direction and support to those who directly report to them * The postholder has freedom to implement service developments within budgetary constraints, including the prioritisation of developments and reprioritisation of resource allocation where budget is limited |
| **10. Most Challenging/Difficult Parts of the Job**   * The development and management of a fully integrated health and social care teams at a locality level. * Designing teams and services capable of positively tackling health and social inequalities within a locality setting. * The establishment of meaningful communication and engagement with local communities, service users and Specialist Nursing colleagues * Ensuring that there is equitable service provision across North Ayrshire while ensuring services are targeted and tailored at a locality level to meet the specific needs of priority and hard to reach groups to reduce health inequalities. * Provide and receive complex verbal and written communications. Communicate sensitive and or confidential information, often of a complex and highly sensitive nature in relation to service developments and service redesign requiring agreement or co-operation. * Managing across a range of services where there are constantly competing demands and conflicting priorities. * Managing issues relating to sensitive and contentious information. |
| **11. Communication and Relationships**  **Internal**   * Partnership Director * Chair of the IJB * Chair of the SPG * Members of the IJB * Senior Management Team * Elected Members * Members of Health Board   **External**   * Other Partnerships * Scottish Government * National Services Scotland * SSSC * Members of the Public * Specialist Nursing Team * Third Sector * Independent Sector |

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| **12. Physical, Mental, Emotional and Environmental Demands of the Job**  **Physical**   * Accurate keyboard skills * Excellent computer skills * Excellent communication skills * Excellent negotiation skills * Excellent leadership skills * Excellent facilitation skills * Presentation skills * Car Driver essential   **Mental**   * The jobholder will frequently require long periods of concentration to produce reports and documents in relation to complex issues and to interrogate sensitive data and interpret complex Regulations * Negotiation skills are necessary as is the need for diplomacy in relation to all aspects of the post * Frequent interruptions * Able to work under extreme pressure and be able to meet tight deadlines   **Emotional**   * Emotional effort dealing with complex and demanding situations involving decision-making about individual care packages. * Exposure to difficult and sometimes confrontational situations * Giving difficult feedback to staff where performance issues have arisen and / or where the result of an investigation has a direct impact on a staff member. * Meeting directly with service users and / or their families to explain the rationale behind decision making with regard to care packages and to understand the nature of complaints about the quality of service provision. * Regular exposure to situations where the needs of individuals must be balanced with parsimonious decision making and budget management. * Exposure to situations where Adult Support and Protection measures require to be applied and individual circumstances assessed which may result in direct impact on family circumstances. |

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| **13. Knowledge, Training and Experience Required to do the Job**   * Educated to Master’s Degree Level or equivalent, or with demonstrable experience of operating successfully at a senior management level within a complex organisation. * Experience within a large complex organisation, preferably within the NHS or Public Sector. * Ability to demonstrate effective management skills enabling and evidencing the successful delivery of redesign programmes to improve services. * Evidence of maintaining effective, positive relationships within and across teams. * Understanding of the NHS and local authority policy and service agenda. * Demonstrate leadership of service delivery and planning, as well as the development of teams. * Demonstrate tenacity with a willingness to see problems through to a satisfactory conclusion * The ability to sympathetically deliver contentious findings is essential and is emotionally demanding, requiring a high degree of diplomacy and tact * Plans own work to meet given objectives and processes * The ability to respond to changing demands is essential such that services are developed to meet current demand/focus * Maintains awareness and responds to developing issues * Able to time manage deadlines * Effective management and development of staff * Established management skills, including excellent inter-personal and communication skills * Well developed IT skills * Experience of budget management * Excellent presentational skills * Excellent report writing skills are essential * A full current driving licence is essential for this post |
| **14. DISCLOSURE**  In line with the Rehabilitation of Offenders Act 1974 (Exclusions and Exceptions) (Scotland) Order 2003, the Authority requires you to declare all convictions defined as ‘unspent’ in terms of the Act as the post is classified as an ‘excepted post’. Prior to any offer of appointment the authority will undertake either a Standard or Enhanced Disclosure check. |
| **15. POLITICALLY RESTRICTED POST**  This post is politically restricted in accordance with the Local Government and Housing Act 1989. Accordingly, in accepting this appointment, you will be disqualified from becoming or remaining a member of a local authority, the Scottish Parliament, the European Parliament or from undertaking certain political activities as defined in regulations introduced from time to time by the Secretary of State for Scotland. A copy of the Authority’s Policy on Politically Restricted Posts will be made available to the postholder. |

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| **16. COMPETENCIES**  The recruitment, selection, performance management and personal development processes are underpinned and managed within a competency framework of knowledge, skills and behaviours. The job holder will be expected to evidence knowledge, skills and behaviours as described within the Competency Framework. |
| **17. GENERAL**  The duties and responsibilities contained within this Job Profile should be regarded as neither exclusive nor exhaustive as the job holder may be required to undertake other reasonably determined duties commensurate with the level and grade of the post without changing the general character and nature of the post. The Job Profile may be subject to revision, depending on the future needs of the post and the organisation, following appropriate consultation. |