**Job Description**

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| **1 Job Identification****Job Title:** Senior Manager – Health and Community Care (Long Term Conditions)**Responsible to:**  Head of Service – Health and Community Care for NAHSCP Services **Department:** Health and Community Care Team**Directorate:** North Ayrshire Health and Social Care Partnership**Location:** North Ayrshire/Cunninghame House**Job Reference: 1541****No. of Job Holders:** 1**Date of Last Update:** 8th August 2024 |
| **2 Job Purpose**The Senior Manager will provide senior leadership to and management of all health care staff providing services across North Ayrshire. This will involve the delivery of the objectives of the NAHSCP delivery plan and in conjunction with the management teams provide an overview of day-to-day management and utilisation of staff across the service.The post holder will be required to provide visionary leadership across island services (Cumbrae) primary and community care services, and inpatient l 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 post holder 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.  The Post holder will ensure that the management and governance systems underpinning health and social care service delivery 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 post holder will identify the professional and practice impact of policy and regulatory changes and share these with colleagues responsible for services to improve service planning and delivery.The post holder will be required to undertake the lead role on behalf of the Partnership for the development of Community Hospital services based at Ayrshire Central Hospital and Isle of Cumbrae 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. 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 post holder will operate across all health & social care services across North Ayrshire, including those provided by the Third and Independent sectors, with direct responsibility for the management and deployment of health staff based within North Ayrshire. Specifically, the post holder will have responsibility for:* The provision of safe effective care within wards 1 and 2, Douglas Grant Rehabilitation, Redburn Rehabilitation Ward at Ayrshire Central Hospital and Lady Margaret Hospital Cumbrae.
* The District Nursing Service;
* Community Mental Health for Elderly
* Complex Packages of Care
* Multiple Sclerosis Nurse Specialist Service
* Supporting East Ayrshire Health and Social Care partnership with the management of CTAC services
* Care Home Liaison Services
* Overview of commissioned services which includes Chest Heart and Stroke and the Huntington’s Disease Service

Across these functions, the post holder will have responsibility for a nursing establishment of approx. 224.5 wteThe post holder will also have responsibility for combined health and social care budgets totalling: approx. £10m  |
| **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.
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|  **Key Result Areas**1. To establish, effectively lead and target the efforts of those providing health and social care across North Ayrshire, 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.
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 post holder 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 across North Ayrshire 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 drawing on the experience and expertise of other health & social care professionals as necessary to design and deliver positive service responses to issues ensuring the totality of the resource is used flexibly to maximise local benefit.
	2. Representing NAHSCP on Locality Planning Groups, ensuring the views of statutory services are represented and influence local decision making while utilising the totality of the budget to best effect against identified priorities.
	3. Adopting a continuous improvement approach to the review and refinement of service provision within Hospital services , ensuring standards of governance, patient safety, hygiene and building maintenance are maintained.
	4. Ensuring the Community Nursing Service 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.
	5. Supporting the development of the Community Mental Health Team for Elderly ensuring it operates effectively across community, inpatient and residential settings while complementing the work of the District Nursing, Social Work and GP teams. Furthermore providing additional support to Arran CPN ensuring services are provided in a safe and effective manner
	6. Engaging the Third Sector and Independent Sectors to ensure commissioned and directly managed services complement each other in fully meeting the needs of service users.
	7. Ensuring good practice from the development of Community Hospital services is shared with the wider management team to inform service delivery across North Ayrshire.
	8. Ensuring care delivered to service users who are in receipt of complex packages of care are provided with high level safe and effective care ensuring staff are appropriately trained to deliver intensive health care
	9. To develop and implement support services to local care homes which includes supporting residents who are palliative, end of life or frailty thus supporting local GPs with the outcomes for residents
	10. To work in partnership with EAHSCP primary care services to deliver on the Primary Care Improvement plan and in particular CTAC services
	11. Ensuring services delivered to patients via the MS nurse specialist is evidence based, patient focused and is delivered in a timely and effective manner
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 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 services.
7. The post holder will regularly engage with the Senior Manager Health and Community Care Transformation planning and the wider Health and Social Care Partnership and NHS Ayrshire and Arran to deliver and implement models of care that meets the objectives of NAHSCP Health and Community Care Services. This includes the development of palliative and end of life care services, robust financial management recovery to include workforce planning and efficiency in service delivery
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 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 post holder 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.
10. On behalf of the Partnership the post holder will proactively engage with the Third and Independent Sectors 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.
11. Utilising performance measures to assess 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 are sufficiently tailored, targeted flexible and responsive to meet the differing needs and preferences of local communities, thereby securing consistent outcomes across the area.
12. Within their sphere of responsibility, the post holder 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.
13. The post holder 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.
14. The post holder 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.
15. 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.
16. The post holder 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.
17. In doing so, the post holder 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.
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| **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
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| **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
* e-Manager
* e-Expenses
* SSTS
* DATIX
* CM2000
* INTEGRA/SDOL
* Talentlink/Jobtrain
* eEES

This list is not exhaustive |
| **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 post holder 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 post holder’s year-end appraisal.
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| **9. Decisions and Judgements*** The post holder is required to deal with complex and often ‘wicked’ problems for which there may be no clear solution. In dealing with these, the post holder 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 post holder 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 post holder is expected to exercise a significant degree of initiative and autonomy in relation to the management and assignation of their workload
* The post holder prioritises their own workload, and gives direction and support to those who directly report to them
* The post holder has freedom to implement service developments within budgetary constraints, including the prioritisation of developments and reprioritisation of resource allocation where budget is limited
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| **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.
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| **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 degree level (or equivalent) in a relevant subject area or with demonstrable experience of operating successfully at a senior management level within a complex organisation
* Appropriate professional qualification
* Registration with relevant professional body
* 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
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| **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 post holder. |

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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. |