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| **1. JOB IDENTIFICATION**  **Job Title:** Rehabilitation & Enablement Team Leader Responsible to: Older People & Primary Care (OPPC) Service Manager **Department(s):** Rehabilitation & Enablement Team – Glasgow City HSCP    **Operating Division of NHS GG&C:** Partnerships  **No. of Job holders:** 10  **Last Update:** October 2017 |
| 1. **JOB PURPOSE**   This post supports the Neighbourhood Service Manager who provides strategic leadership and operational management for health and social care services and has general management responsibility for a range of health and social work professions.  The Team Lead manages the interdisciplinary team members to deliver a high quality service in compliance with statutory responsibilities, professional guidelines and the policies and procedures of the organisation.  The post provides day to day professional and managerial input to the interdisciplinary team which comprises AHP, Nursing, Pharmacy, Support Worker and Administration staff.  There may a requirement from time to time to cover a caseload commensurate with your professional background.  The post holder is responsible for the delivery of the highest standards of interdisciplinary care to service users and their relatives through the development and management of staff within their remit.  The post holder will function as an independent autonomous practitioner by virtue of in-depth knowledge, expertise, proficiency and experience and will to lead and enable the team to provide a high quality service.  **2: ROLE OF THE DEPARTMENT**  Glasgow City HCSP has a diverse population of approximately 590,000 people and employs around 3000 WTE staff and has approximately 561 independent contractors.  The Services delivered by Older People & Primary Care (OPPC) include, Community Nursing (DN & Treatment Room), Social Work (inc. SW Occupational Therapy Services), Rehabilitation & Enablement, Respiratory and Older Peoples Mental Health.  The rehabilitation and enablement team delivers a service that enables, adults and older people with highly complex needs to maximise their health and independence through a coordinated approach by all disciplines. This also includes provision of equipment and major adaptations for children with complex needs.  The broad aims of the service are:-   * To provide a single point of entry to access inter disciplinary rehabilitation and enablement services. * To prioritise need using relevant screening/triage systems * To prevent hospital admissions by ensuring agreed response times are met in relation to GP, SAS and A/E referrals. * To provide services that address all levels of need, complexity and vulnerability. * To shift service delivery towards local community provision and facilitate early hospital discharge. * To develop and improve client centred pathways. |

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| 1. **ORGANISATIONAL POSITION –**     OPPC Service Manager  **Rehabilitation & Enablement Team Leader/s**  Rehabilitation Team Members  (inc. e.g. AHP, Nursing, Pharmacy and Admin)  Professional Leads |
| 1. **SCOPE AND RANGE**   The post holder will have responsibility for day to day management of the rehabilitation & enablement team including performance monitoring and review of the interdisciplinary team.  With the support of supervision, the post holder will ensure that their own practice and that of team members, (in conjunction with professional leads as appropriate), is within the legal and ethical framework of their professional body to ensure that clients interests and wellbeing are met.  The post holder will produce reports and provide statistical information which informs service delivery and decision making.  The post holder will be a skilled problem solver, able to work on their own initiative, making decisions and judgements routinely. These will range from straightforward simple decisions to extremely complex decisions, which may involve prolonged consultation with others within and across different organisations. In making decisions and judgements, the Team Leader may require to analyse and interpret complex facts that have a range of options available and will be expected to contribute to and implement service developments.  The Team Leader will develop, implement, monitor and maintain multi-professional practice across the Team.  The Team Leader will represent the Rehabilitation and Enablement Service within the Neighbourhood and across the HSCP Locality.  All decisions and judgements will be in keeping with HSCP strategy, its transformational themes, policies, procedures, guidelines and professional/clinical standards. |
| 1. **MAIN DUTIES AND RESPONSIBILITIES**   Support the service manager with the ongoing service re-design, delivery, development and review of services for the rehabilitation & enablement team within the HSCP.  Implementation of NHS & GCC terms and conditions of service, policies and procedures.  Application of relevant organisational policies and procedures.  Ensure staff are registered with a relevant regulatory body.  Responsibility for the effective line management of the interdisciplinary team, including sickness absence monitoring, handling of complaints, grievance and disciplinary issues and recruitment.  Provide vision, management advice and support to team members to ensure a proactive, effective and positive culture is in place including encouraging participation in shaping the service.  Demonstrate leadership within and out-with the organisation.  Organise and support the team to attend staff meetings, profession specific training, mandatory training, and multi professional team discussions.  Manage and monitor budget expenditure on behalf of the Service Manager and suggest methods for maintaining, re-investing or reducing costs in accordance with available budget.  Responsible as authorised signatory e.g. Leave requests, expenses and the purchase of physical assets and supplies for the Rehabilitation & Enablement team, ensuring that the Service manager is kept informed when there are related problems or issues.  With advisory input from uni-professional leads, the postholder will provide the leadership necessary to effectively develop and support a team of interdisciplinary staff from a variety of professional backgrounds and a variety of grades.  Ensure that all staff have regular supervision, an annual review and a Personal Development Plan in place.  Support the service manager with the operational planning and implementation of policy, service standards and service development.  Demonstrate and apply a high level of expert professional knowledge using evidence-based practice and ensuring that this is embedded into practice across area of responsibility and reflects the strategic direction of the service.  Promote excellent care, ensuring the service respects the individuality, values, cultural and religious diversity of service users, and that all staff provide services which are sensitive to these needs.  Ensure professional networks are maintained and learning is communicated to the team and wider teams in the HSCP and partner agencies.  Participate as required in the coordination of student practice placements.  Ensure the effective delivery of organisational, service and service user outcomes.  Promote effective and positive team building and organisational development within the team  Ensure risk assessments and H&S procedures and policies are implemented and evidenced by a general rehabilitation and enablement risk register and contingency plan. In addition, ensure individual risk assessments relating to staff and service users are in place.  Participate in established duty or weekend cover arrangements in keeping with the agreed tasks & requirements and terms & conditions set out by your employing organisation.  Ensure the Rehabilitation & Enablement service is able to meet performance targets (e.g. GP Rapid Response and A&E response) and discuss corrective action with the Service Manager when necessary.  Ensure effective cover arrangements are in place for weekday and weekend service provision.  Ensure that the team are compliant with standards and clinical quality indicators and are actively involved with service users in the co-production of Anticipatory Care Plans. |
| **5. SYSTEMS AND EQUIPMENT**  **5a. EQUIPMENT**   * Telephone and Telephone Systems * Fax * Photocopier * Shredder * Computer/Laptop (Microsoft packages, email, internet/intranet) * Network and stand alone printers * Use of car/cycle or other form of transport in city traffic * Occasional provision and transportation of equipment   **5b. SYSTEMS**  The postholder will be competent in the use of and have responsibility for ensuring that his/her team are competent to use the following:   * Organisational & local Health and Safety Guidelines, Risk Assessment and Incident reporting mechanisms. * Relevant IT systems – e.g. SSTS,EMIS, CF6, Datix, HANDS, e-KSF, MyPortal * Systems for ordering equipment, e.g. EQUIPU |
| **6. DECISIONS AND JUDGEMENTS**  Determine staffing levels and cover requirements and deploy of staff in the most effective manner to achieve service outcomes.  Evaluate team skills and competencies and decide on development needs that ensure effective team performance and dynamics.  Work with the service manager to highlight, negotiate, and agree service priorities and decide how best to achieve these priorities.  Manage and prioritise patient flow through different aspects of the Service ensuring timescales are met.  On a daily basis, make immediate decisions around highly complex and competing service demands. Eg Step Up, A/E, GPRR and crisis situations.  Lead or facilitate discussion and influence the decision making process in professional / multi-agency meetings.  Determine the validity of complaints and the most appropriate service response or action.  The post holder is accountable for his/her own professional actions.  The scope and context of this role requires analysis of complex information to aid decision making, often within emotive and challenging environments.  To interpret and analyse clinical and non-clinical information which may be conflicting, to inform accurate decision making in a complex team environment  Be able to determine when performance or practice of team members is below expected standards and take appropriate corrective action when required.  The post holder will have the ability to identify their own training needs and the training needs of the team.  Identify the most critical working relationships internally and externally with HSCP professionals, hospital staff and other agencies as well as service users and carers.  Identify potential interpersonal conflict, causative factors and decide on action required to achieve resolution. |
| **7. COMMUNICATIONS AND RELATIONSHIPS**  The post holder requires to develop and sustain working relationships which include those below:  Internal   * HSCP Senior Management Teams * HSCP Services * All Team leaders. * Members of both the rehabilitation and enablement teams. * Acute services * Professional Leads   External   * + 3rd Sector providers   + Local Authority, clinical and planning meetings.   + Secondary care services.   + GPs   + Housing providers   **Types of communication required would be:**   * Face to Face * Team meetings * Formal presentations * Telephone * Computer/Laptop * Excellent written communication skills including report writing * Excellent verbal communication skills including persuasion and influencing skills * Negotiating, facilitating, enabling, challenging and influencing behaviours displayed   What communication is about:  Motivating and persuading others (including staff and service users) through advanced communication skills, using verbal and non-verbal skills and using written and electronic information as needed.  Demonstrating expert ability to communicate complex and sensitive information to service users, carers and other staff, where there may be barriers to communication i.e. English not first language; use of interpreters; excess noise or lack of privacy (and ensure all members of the team do likewise).    Demonstrating the ability to communicate complex and sensitive information in an understandable form to carers and staff.  Maintaining close links, communication and liaison between all staff and people involved in the delivery of care, student education, research or policy development as appropriate and promote good working relationships at all times.    Imparting complex information to small groups of people, for example in class and training sessions, using a variety of methods of communication.    Cascade corporate strategy and information to all staff within the rehabilitation team, whilst being sensitive to their levels of understanding and prior knowledge  Representing the rehabilitation & enablement team within the Neighbourhood, the Locality  and to external agencies, e.g. GP’s and satellite services.  Diffusing potentially hostile and antagonistic situations with staff, service users and  relatives, using highly developed negotiation and interpersonal skills  Resolving written and verbal complaints using the Organisations’ formal complaints  procedures |
| **8. PHYSICAL, MENTAL, EMOTIONAL AND ENVIRONMENTAL DEMANDS OF THE JOB**  The Rehabilitation and Reablement Team Lead operationally manages a widely-spread service on a day-to-day basis while supporting the Service Manager in planning and implementing service development.  The post holder must also meet the demands and needs of service users and their carers by the effective management of staff.  Mental demands are significant in relation to the interpretation, retention and communication of knowledge and information regarding the service. The post holder’s leadership role is to manage the coordination of information to ensure that the decisions reached, deliver the best outcomes for the service.  The post holder requires the ability for prolonged concentration in a number of areas involving service issues, system development, workforce and financial planning.  The post holder is required to manage issues in a sensitive and confidential manner with staff i.e. identification of poor performance. The post holder must also manage interpersonal conflict and organisational and cultural conflict across organisational structures.  The post holder is required to be able to change from one area of concentration to another throughout the day as he/she moves from care issues, systems development, financial analysis, provision of clinical, technical/regulatory standards and service user advice.  **Physical Demands**  Keyboard skills  Driving or using other forms of transport  Manual handling when undertaking clinical work  **Mental Demands**  Managing the complexity of relationships, agendas, outcomes and interfaces across several organisational structures both locally, regionally and nationally  Problem solving effectively ensuring service delivery and value for money within a change management environment.  Balancing the care delivery and managerial demands of the post.  Managing different organisational cultures.  Ensuring constant and equitable service delivery across the service.  Prioritising daily managerial and professional workload which is frequently disrupted to deal with unpredictable events or demands eg. staffing crisis.  **Emotional Demands**  Communicating and supporting distressed/anxious/worried service users/relatives or staff  Dealing with complaints timeously  Dealing with staff management issues and interpersonal conflict  **Working Conditions**  Travelling to and from various sites on a daily basis by chosen form of transport.  Managing services which are spread across a wide geographical area  Exposure to verbal abuse on a monthly basis from service users and their relatives |
| **9. MOST CHALLENGING/DIFFICULT PARTS OF THE JOB**  The most challenging parts of the job are in relation to the following:   * Managing the complexity of relationships, agendas, outcomes and interfaces across several organisational structures both locally, regionally and nationally. * Managing an integrated workforce with different contractual conditions, policies and procedures. * Managing demands on time to ensure continued service delivery, supporting and developing staff and representing the service at meetings throughout the Locality. * Ensuring adequate staffing across the service to meet service delivery in relation to 7 day service, Intermediate Care, Admission avoidance and Reablement whilst maintaining service delivery within agreed waiting times. * Managing services and staff distributed across a wide geographical area which requires support via communication, training and team building. * Problem solving effectively ensuring service delivery and value for money within a continuing change management environment * Developing partnership working and effective engagement of all stakeholders to the service and managing expectations about service delivery. * Feedback and Management of staff team member i.e. poor performance, whilst continuing to support, develop and ensure high quality care |

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| **10. KNOWLEDGE, TRAINING AND EXPERIENCE REQUIRED TO DO THE JOB**  **Essential**  Qualifications and Training  Educated to degree level or equivalent with relevant additional experience.  Post graduate qualification or specialist knowledge gained through experience across a range of areas of work that can be demonstrated.  1st level registered nurse/AHP equivalent qualification.  Registered with a relevant regulatory body.  Management Experience  Evidence of relevant training, education and experience within the NHS or local authority  Experience of Interdisciplinary work within organisation, across organisations and with external organisations and service user groups.  Experience of change management including supporting the design and delivery of new services  Knowledge Skills and Abilities  Proven track record in effective leadership – successful communication, negotiating, persuasion, influencing, challenging behaviours.  Proven track record in effective management –resolving interpersonal conflict, problem solving, prioritisation, planning and organisational skills.  Knowledge of relevant legislation and awareness of strategic Community, Acute and National Care agendas.  Ability to interpret National policy and develop complex systems of care through a variety of stakeholders.  Ability to coach, support and deal with conflict and performance issues.  Awareness of budget management.  Report Writing skills  Literate in current IT techniques    Personal Qualities  Ability to work on complex, broad, dynamic and varied agenda  Ability to work on own initiative  Able to work with clinicians and managers at all levels in Community Care, Acute Directorates, as well as partner agencies and groups  Ability to manage change within a service and work in an environment of change.  Ability to prioritise work load and meet tight deadlines  Ability to work within non negotiable professional, clinical and National standards.  Ability to be an effective communicator with employees, peers, service users, managers and partner organisations.  **Desirable**  Full drivers licence | |
| **JOB DESCRIPTION AGREEMENT**  **Job Holder’s Signature:**  **Head of Department Signature:** | **Date:**  **Date:** |