#### **JOB DESCRIPTION**

|  |
| --- |
| JOB IDENTIFICATION |
|  Job Title: Director of Psychology Service  Responsible to: Head of Complex and Critical Care Services Fife HSCPProfessionally accountable to: Medical Director NHS Fife Department: Fife Psychology ServiceDirectorate: Complex and Critical Care ServicesJob Reference: 217841No of Job Holders: 1Last Update : November 2024 |

|  |
| --- |
| 2. JOB PURPOSE |
| The Director of Psychology is responsible for the, organisation, management, professional and clinical leadership and development of the Fife Psychology Service.* To directly manage, lead and be accountable for the development and strategic direction of the service.
* To ensure that the Fife Psychology Service meets its core purposes: i.e. to provide a full range of NHS psychological services to alleviate psychological distress and promote the psychological well-being of the people of Fife. This includes not only mental health problems but also the application of psychological approaches to the management of behavioural and cognitive disorders, developmental disorders, and physical ill-health.
* To ensure the delivery of the psychological elements of the key NHS, Health & Social Care Partnership and Scottish Government strategic priorities within existing resources, and advising on commissioning needs to promote further development based on needs assessment in the context of local priorities.
* To establish effective partnership working across all agencies and facilitate integrated working across services, to ensure the delivery of strategic goals, particularly in relation to the psychological and psychosocial elements of the strategies.
* To lead the clinical governance of the Fife Psychology Service including developing, setting and ensuring maintenance of appropriate standards of psychological care.
* To lead the planning of clinical service change and infrastructure developments within the strategic framework, including to fully contribute to and participate in the corporate governance and management of Fife HSCP and partner organisations.
* The post involves the management, leadership and motivation of clinical and non-clinical staff, including responsibility for the use of budget, staff governance, staff deployment, recruitment, and retention, and responsibility for area wide systems such as client record systems.
* The management of the Fife Psychology Service budget to maximise benefit for the people of Fife who require access to the service.
* To undertake research, teaching, supervision and lecturing as appropriate and to be responsible for the management, strategic direction and support of other staff who undertake these activities within the service and who provide psychological research expertise across other services within Fife.
* To carry a specialist clinical caseload of patients within one or more of the psychology service clinical specialities, including provision of assessment, treatment, advice, supervision and consultancy to patients and other professionals.
* To provide professional clinical advice on psychological aspects of care and of policy development to NHS Fife, Fife HSCP and partner organisations, and provide strategic leadership that contributes to the wider planning, service development and transformation programmes within Fife, contributes to the management and clinical governance functions of Fife HSCP through membership of the Senior Leadership Team as professional lead for Psychology, its Quality Matters Assurance Group, and other groups/routes as agreed with the Head of Complex and Critical Care Services or other members of Fife HSCP or NHS Fife Senior Leadership.
* To provide advice at a national level, providing strategic input that contributes to the development of the profession. The Director will also play a strategic role in the selection, training and development of future psychology staff across the NHS in Scotland.
* To be capable of formulating long term strategic plans for all specialties within the service which are sufficiently flexible to take account of changes in national policy and changes within NHS Fife/Fife HSCP structures, policies and procedures.
* To promote the development of the Fife Psychology Service and its specialties to meet the needs of people in Fife within available resources, and to promote further development, seeking necessary resources, based on needs assessments and NHS Fife/Fife HSCP strategic priorities.
* To provide input to the Fife HSCP strategic plans and lead on behalf of the service regarding strategic planning and redesign.
 |

|  |
| --- |
| **3. DIMENSIONS** |
| The Director of Psychology has overall responsibility for leading and directing psychology provision in Fife, including within its 12 core psychology specialties and many clinical sub-specialities. The Service comprises 218 staff (203.27 wte): * Clinical psychologists,
* Counselling psychologists
* Clinical associates in applied psychology
* Forensic psychologists
* Accredited therapists
* Enhanced psychological practitioners
* Assistant psychologists
* Peer support workers
* Clinical trainees, and
* Business enabling staff

Services are provided across Fife in community and hospital settings, nursing and residential care homes and also via digital delivery methods.**Core psychology specialties*** The adult mental health psychology service
* The child and family psychology service
* The older peoples psychology service
* The learning disability psychology service
* The clinical health psychology service
* The addictions psychology service
* The forensic psychology service
* The maternity and neonatal psychology service
* The perinatal psychology service
* The physical rehabilitation psychology service
* The staff support and wellbeing service
* The digital therapies service

**The above services include the following specialist clinical provision or sub specialities-** * Neurodevelopmental disorders
* Psychology enhanced engagement team
* Psychology interventions in psychosis service
* Veteran’s First Point service
* Eating disorders
* Paediatric psychology
* Bariatric and weight management psychology
* Blood borne virus psychology
* Major physical trauma psychology
* Oncology and palliative care psychology
* Psychology provision to the pain management service
* Post-ICU rehabilitation psychology
* Post-ICU COVID-19 psychology
* Psychosexual psychology
* Psychology provision to the rheumatology service
* The over 65 stroke psychology service and
* Psychology provision to the frailty service (high health gains)

**Budget**: The Director of Psychology is responsible for the management of the Fife Psychology Service budget amounting to approximately £11.5 million (current year 2024/25) of which approximately £8.5 million is managed by Director of Psychology, with the remainder managed by other services. Budgets streams comprise both recurring and non recurring funding. The great majority of the budget is allocated to staffing costs, with the remainder for non-pay items. **Own clinical caseload**: The Director of Psychology holds a clinical caseload, as a Consultant Psychologist, in one or more of the psychology service’s clinical specialities. Depending on the speciality, clinical presentations are likely to cover the full range of psychological problems including depression, anxiety, personality disorders, trauma, behavioural disorders, developmental disorders and cognitive impairment. Patients may be seen in community clinics, GP surgeries, hospital wards, home visits or other residential or care settings. The post-holder also provides clinical consultancy, teaching/training and supervision both within the service and as required across sectors and agencies. **Expert professional leadership and advic**e: The Director of Psychology provides strategic leadership and professional clinical advice on all aspects of psychology care, provision and policy development, contributing to the strategic direction, planning, service development and transformation programmes both within Fife to NHS Fife, Fife HSCP and delivery partners and, externally, at national level, contributing to the development of the profession, policy and standards, psychology provision and workforce development in Scotland. |

|  |
| --- |
| 4. ORGANISATIONAL POSITIONThe Director of Psychology is operationally accountable to Fife HSCP Head of Complex & Critical Care Services and professionally accountable to the NHS Fife Medical Director. The Director of Psychology is a member of the HSCP Senior Leadership Team in relation to their professional leadership of psychological therapies and sits alongside other professional lead roles in e.g. Nursing, Social Work, Medical and AHPs, bringing professional leadership and a psychological perspective and evidence base to inform executive decisions.  In this role, the Director of Psychology also has a professional accountability to the Medical Director and will provide the Executive Directors Group with advice in that regard. |
|  |
| 5. ROLE OF SERVICE |
| Fife Psychology Service provides a full range of services to reduce psychological distress and promote the psychological well-being of the people of Fife. This includes not only mental health problems but also the application of psychological approaches to the management of behavioural and cognitive disorders, developmental disorders and physical ill-health. Services are provided across the age span from infancy to old age. In addition to direct provision of psychological assessment and treatment, psychologists have a major role in indirect service provision. This includes working in partnership with other agencies to develop services for people in Fife and to support staff in the application of new psychological approaches, disseminating psychological knowledge and skills through training, expert consultation and clinical supervision, adding to the psychological knowledge base through research and evaluation and taking a role in shaping transformation from a psychological perspective. The service plays a major role, in partnership with NHS Education for Scotland and the universities, in training future clinical and applied psychologists. This includes the Edinburgh University Doctoral Clinical Psychology course, the Edinburgh University MSc Psychology course in Applied Psychology for Children and Young People, and the Stirling and Dundee Universities MSc in Psychological Therapy in Primary Care. Some staff in the department are seconded as lecturers and tutors onto these courses, while others provide lectures and workshops. The service also contributes to medical undergraduate education via clinical teaching at St Andrew’s University Medical School. Clinically relevant research and service evaluation is a further key professional activity within the Fife Psychology Service and this is supported by a research psychologist to facilitate and co-ordinate research, audit and service development work. |
| 6. KEY RESULT AREAS |
| **Strategic and operational management*** Supports strategic planning within Fife HSCP and in future partnership commissioning relationships.
* Undertakes short and long term strategic planning to ensure the delivery of high quality, professional psychological services. This involves planning a broad range of complex activities which impact both within and outwith the Fife Psychology Service across the range of services in Fife, requiring interpretation of policies and adaptation of services to meet overall local and national health service and HSCP aims and priorities.
* Ensures the delivery of the full range of psychology services, taking account of the competing demands for preventative, restorative and rehabilitative services.
* Ensures that a demonstrably clinically effective and accessible service is provided to patients and their families, taking responsibility for clinical governance advice, activities and audit, both within the service and across other services through collaboration within NHS Fife and Fife HSCP.
* Ensures that the Fife Psychology Service performs effectively and efficiently in relation to government initiatives and performance standards and takes a lead role nationally and locally in defining the scope and metrics of these.
* Is accountable for the Fife Psychology Service’s reporting and performance against local and national targets and standards.
* Ensures that the service fulfils its full strategic role in supporting the delivery of psychosocial aspects of care by other non-psychology staff of NHS Fife and its partner organisations. This includes ensuring opportunities for participation by the post-holder / senior psychology colleagues in strategic planning and governance groups of NHS Fife/HSCP and partner organisations, as well as ensuring that good relationships are developed with key stakeholders in a range of specialist and general services.
* Ensures operational support for other NHS/HSCP staff delivering on psychological and psychosocial aspects of their work with the people of Fife.
* Ensures effective collaboration with key staff, particularly within the NHS Fife Public Health department, to deliver on the Scottish Government and NHS Fife/HSCP health improvement agenda, particularly ensuring that the Fife Psychology Service provides access to knowledge and skills in the area of health-related behaviour change, both from within the service and in collaboration with academic health psychology partners.
* Ensures value for money through effective and flexible management of the Fife Psychology Service budget in dialogue with management accountants and relevant HSCP/NHS Fife managers and clinical leads.
* Ensures that appropriate systems and structures, including internal clinical, information and operational governance systems, are in place within the service to provide accountability for the delivery of high quality psychological services.

**Professional leadership*** Provides professional leadership which contributes to the delivery of national and local aspirations for mental health in Fife, as set out in Scottish Government and Fife HSCP strategies.
* Ensures the provision of professional advice on the psychological aspects of care and of policy development to NHS Fife/Fife HSCP and contributes to wider strategic planning, service development and redesign cross Fife.
* Maintains a national professional profile through membership of and contribution to appropriate working groups and committees (such as those of NHS Education Scotland, NHS Scotland Heads of Psychology Services group and University of Edinburgh Doctoral Clinical Psychology programme)
* Provides professional advice to NHS Fife/Fife HSCP on the commissioning requirements for psychology services and workforce through the ongoing review of psychology services in Fife.
* Represents, supports and develops a highly skilled, expert staff resource for the people of Fife.
* Ensures that all clinical staff in the service meet the requirements for practice set out by their particular professional/ accrediting bodies.
* Supports, encourages and disseminates an appropriate range of psychological models of intervention, based on sound evidenced principles, and fosters a culture of high quality evidence based working practices.
* Leads the delivery of provisions which extend the reach of psychological therapies and supports in Fife, in accordance with the Scottish Government’s commitment to improve access to psychological therapies and as per national guidance e.g. ‘*The Matrix – A Guide to delivering evidence-based psychological therapies in Scotland*’ (NHS Education for Scotland, updated 2023).
* Develops, maintains and fosters links with academic providers of postgraduate clinical training for psychologists, and ensures the provision of appropriate high quality clinical placements and agreed academic teaching by the staff of the service.
* Fosters and supports a robust portfolio of clinically relevant research activity by the service with a solid source of research grant funding and appropriate partnerships with academic institutions.
* As a member of the BPS National Assessors Panel the post holder is involved in overseeing recruitment of consultant psychologists across Scotland.

***Managerial**** Manages and directs the work of the Fife Psychology Service Heads of Specialties, Consultant Clinical Psychologists and business enablement managers.
* Ensures that a comprehensive system of staff appraisal, CPD and personal development plans is in place for all staff within the remit.
* Ensures that an effective regular supervision system for all clinical staff is in place in line with national professional registration and accreditation requirements and good practice guidelines.
* Ensures that the service is safe and accessible through the development and maintenance of robust clinical governance structures, policies and procedures, including management of risk.
* Is accountable for the management of the Fife Psychology Service budget and resources within the requirements of NHS Fife financial operating procedures (currently approx £11.5m.)
* Ensures that business cases/funding proposals are prepared and submitted as required to enhance psychology provision.
* Ensures access to and where possible, compliance with, Scottish Government, NHS Fife and professional policies and guidelines on clinical standards within and beyond the Fife Psychology Service.
* Delegates tasks and functions as appropriate to other staff within the service to ensure efficient service delivery, and to support staff development and succession planning across the profession.
* Oversees and approves the recruitment of psychology workforce.
* Ensures systems for dealing with formal complaints and feedback concerning the service.

Human resources* Ensures systems for the selection, recruitment and retention of both clinical and non-clinical psychology workforce.
* Leads the implementation of a positive staff governance culture within the service.
* Ensures the effective management of sickness absence, complaints and disciplinary matters.
* Fosters, develops and promotes the reputation of the Fife Psychology Service in order to secure good recruitment and retention of staff to provide the best possible service for the people of Fife.

***Policy Development and Planning:*** * Provides leadership which promotes parity of esteem, valuing mental health equally with physical health, and increases understanding of a psychosocial model of health, fostering engagement with health and care partners, organisations that may impact on people’s health and wellness, and enabling people and communities to help themselves and others.
* Ensures that policies and procedures are in place for the effective operational management of the Fife Psychology Service and the delivery and development of specialist psychological care within all services.
* Takes steps to ensure that all service policies are informed by consideration of psychological factors.
* Leads on the development and implementation of strategic plans and associated policies for specialist psychology services in Fife.
* Provides advice across the wider health and social care system on psychological service priorities and the dynamics of local resources in relation to demand, supply, and best practice.
* Ensures expert psychological input to planning and advisory activities at all levels and across all healthcare groups.
* Contributes to national planning on psychological aspects of healthcare, via the NHS Scotland Heads of Psychology Services group, and liaison with NHS Education for Scotland, and with Scottish Government/other national bodies (e.g. Public Health Scotland) and working groups as appropriate.

***Research and Development*:** * Leads on the governance and development of applied psychology research.
* Ensures that research performed within the service is relevant, and that its results are incorporated into clinical practice within and outwith the service to improve the quality of care provided for the people of Fife
* Facilitates a research and evidence-based culture within a service which also faces very high demand for other clinical, consultancy and training services.
* Takes steps to ensure that the research skills of applied psychologists are employed not only within the service but also to support research endeavours and the needs of other professions and care agencies across Fife.
* Ensures a robust culture of evaluation of services and interventions within the Fife Psychology Service through management of routine audit and outcome monitoring as well as a programme of more specific detailed audits of services and clinical programmes and support for CPD activities e.g. the Fife Psychology Service’s biennial Research and Service Development Conference.
* Ensures systems which capture information concerning audit, research, service developments, and the routine clinical activity of the various specialty services and presenting these in ad hoc/annual reports as required.
* Supports staff engaged in funded relevant research, ensuring protected time, access to additional resources, and encouragement to publish findings in relevant professional journals where possible.
* Supports and monitors research projects of psychology trainees and ensures adequate systems of research support is available for trainees in the service.
* Manages research budgets as required when acting as lead researcher on specific funded projects

 ***Clinical:*** * Provides clinical leadership as a Consultant.
* Provides clinical supervision to psychology colleagues within and beyond the post-holder’s own specialty.
* Carries a personal clinical caseload, providing specialist clinical services (psychological assessment, neuro-psychological assessment, psychological formulation, therapy, consultancy, training and clinical supervision) in one or more localities in Fife across all sectors of care.
* Works with staff of other professions involved in the care of the client group, influencing the psychological aspects of the care practices of these colleagues.

***Training*:*** Contributes at a strategic level in relation to the training of applied psychologists and clinical psychologists in Scotland. This includes liaison with NHS Education Scotland and ensuring appropriate representation for NHS Fife on the East of Scotland/ Edinburgh University Clinical Psychology Post Graduate Training Committee, and ensuring engagement with the training committees of the Edinburgh, Stirling and Dundee Universities MSc courses (APCYP and PTPC) and other post graduate training programmes as required.
* Contributes to and participates in NHS Education Scotland initiatives in relation to post-qualification training provision.
* Ensures arrangements to facilitate the delivery of high quality clinical placements in Fife for clinical psychology / clinical associate (MSc) /health psychology/other applied psychology trainees, assisted by the NES funded Local Area Tutor/s.
* Ensures an appropriate level of contribution by the Fife Psychology Service to the training of a wide range of staff across professions and agencies in Fife in aspects of psychological and psychosocial care for various client groups.
* Provides training and teaching to a range of staff and agencies on psychological aspects of care, and teaches on such topics to University based graduate and post-graduate programmes.

***Personal Professional development*:*** Ensures own professional competence through:
	+ Undertaking a significant level of personal clinical work, providing expert psychological assessment, treatment, consultancy and advice.
	+ Maintaining professional accreditation, through CPD and supervision, whilst adhering to the requirements of professional bodies, in particular the British Psychological Society and the HCPC.
	+ Directly supervising the clinical work of other staff including trainees as appropriate.
	+ Supervising the research activities of assistant and trainee applied psychologists as required.
	+ Undertaking own research activities as appropriate.
	+ Making use of regular peer supervision of clinical practice as per registration requirements.
	+ Providing advice to colleagues and supervising analysis of data, research and audit projects outwith the Fife Psychology Service such to support the work of other health professionals.
 |

|  |
| --- |
| 7a. EQUIPMENT AND MACHINERY |
| Personal use of :  A laptop computer for email, report writing, entering of data, preparation of presentations, lectures etc. Recording equipments for patient therapy materials. Has facility in use of neuro-psychological test materials. Occasional use of biofeedback equipment such as GSRs, EMG, temperature biofeedback monitor. General office equipment, such as dictaphone, photocopier, scanner etc. Also uses audio-visual equipment, data projector etc for presentations, teaching and training. Required to drive extensively across Fife and travel to national meetings.Overall responsibility for safe keeping and ordering of:  Department computers and other IT hardware (personal use of laptop, email etc.). Audio visual and recording equipment: – digital recorders,audio mixing desk and microphones, presentation equipment such as projectors for teaching and training purposes. Neuropsychological tests and other psychometric test materials. Biofeedback equipment.  Department library resources.  |
| **7b. SYSTEMS** |
| Personal responsibility for:* maintaining and updating own clinical case files, reports, diaries etc. in common with all clinical staff.

Overall responsibility for: * All department clinical records, including computerised database systems.
* Development of appropriate routine clinical data collection and decisions re service database systems.
* Systems for clinical activity recording to meet local and national requirements.
* Agreeing content of Fife Psychology Service websites which include public access elements.
* Annual leave recording system.
* Study leave, training expenditure, and conference feedback recording systems.
* Staff pay sheets, travel forms etc – authorised signatory.
* Budgetary responsibility for the operation of the Psychology Service budget, virement authority as per relevant limits defined in current NHS Fife standing financial operating procedures, and authority for spend on supplies etc up to £10,000.
* Department personnel data, and administration of start, change and termination forms – authorised signatory.
* Responsibility for dissemination and implementation of relevant NHS Fife/HSCP policies.
* Responsibility for completion of workforce and activity returns to Public Health Scotland/NES.
* Responsibility for adherence to the complaints procedure
 |

|  |
| --- |
| 8. ASSIGNMENT AND REVIEW OF WORK |
| The post has a very high level of autonomy. From a strategic, operational and managerial point of view, the post-holder generates work goals for Fife Psychology Service, guided by Scottish Government, NHS/H&SCP, professional and occupational policies/priorities. In most situations the post-holder will need to advise on and establish the way in which these policies/priorities are interpreted and implemented. The post-holder will be held to account for these decisions by the Head of Complex and Critical Care Services, and/or the Director of the HSCP for service delivery, and the Medical Director for professional standards. The strategic direction of the Psychology Service as well as more specific objectives are reviewed from time to time with the HSCP Head of Complex and Critical Care Services, or for some issues, such as broader workforce planning in relation to national initiatives, with other senior managers or members of the Integrated Joint Board/NHS Fife Board. The post-holder advises on what the direction and objectives might be, in terms of prevailing professional and workforce issues, and the psychological evidence-base for service developments. The post-holder provides ad hoc and annual reports on the work of Fife Psychology Service and its strategic direction and objectives for the coming year for senior managers, clinical and care governance committees, the IJB and NHS Fife Board and for Scottish Government as required. The post-holder is accountable for his/her own professional clinical activities. |

|  |
| --- |
| **9. DECISIONS AND JUDGEMENTS** |
| **Clinical decision making:** As a Consultant clinician, the post-holder has autonomous responsibility for accepting referrals, providing independent specialist assessment/diagnosis, treatment decisions, delivery of treatment, and decisions to discharge patients from psychological care. This includes assessment of clinical risk including suicide risk, and risk of aggression, particularly in advising nursing and community care staff in management of challenging behaviour/self harm and other such risks depending on the specialist area e.g. in patients or residents who may have a psychotic illness, brain damage from dementia, stroke, or other causes. **As a supervisor of clinical staff and trainees**: The post-holder makes judgments about staff member’s competence to practice in the area under supervision, and at times more broadly. **As Director**: The post-holder is expected to exercise a very high degree of autonomy and with it responsibility for judgements and decisions, for example in:* Anticipating service issues and pro-active strategic decision making regarding the future direction of Fife Psychology Service to meet the needs of the people of Fife in line with Fife HSCP and NHS Fife strategic direction. This is done in various ways including deciding how and when to undertake strategic service reviews.
* Implementation of policies and development of procedures to ensure optimal delivery of service, taking account of clinical governance requirements (e.g. for CPD, supervision, and staff appraisal; management of case notes; record keeping; and clinical risk management).
* Decisions about the overall balance of work of the service, in relation to clinical commitments, research and audit, teaching and training, commitments to investment in new clinical training programmes, and decisions to seek temporary funding (e.g. from Scottish Government/ADP/NES/other NHS sources and partner agencies) to pilot/progress service developments.
* Decisions about the skill mix of the service.
* Decisions about the Service’s structure, internal management arrangements, delegation of responsibility to colleagues within the service, and deployment of staff resources.
* Decisions in negotiating with NES about the Fife Psychology Service’s capacity to accept trainee clinical psychologists and other trainees for training and supervision within the department, and where best to target investment in training places to meet future demand for psychological services within Fife.
* Decisions about accommodation requirements – such as the decision to move to hot-desking and integrated office facilities, and decisions about sourcing clinic accommodation.
* Decisions and judgements in relation to staff selection and recruitment, and, as required, the best actions to take in response to staff conflicts, complaints or disciplinary matters.
 |

|  |
| --- |
| 10. MOST CHALLENGING/DIFFICULT PARTS OF THE JOB |
| * The scale of the post and range of responsibilities associated with it, and the constant need for multi-tasking; the reliance on being able to maintain working hours beyond the nominal expected hours.
* Balancing clinical service delivery commitments to the post-holder’s own patients with other demands associated with staffing issues, including responsibility for dealing with staff conflicts and disciplinary matters; staff governance; clinical governance; risk management and service development while at the same time maintaining an effective oversight of the operational aspects of the department and its infrastructure including finance, physical resources, IT requirements, administrative systems, and case records systems.
* Supporting a multi-professional staff establishment in an integrated and cohesive way, despite varying and at times conflicting, theoretical and professional training backgrounds.
* Maintaining effective strategic direction for and monitoring of the wide-ranging work of the Fife Psychology Service in areas such as evidence based clinical practice, the service’s research strategy, activity and outputs, its CPD activity, staff appraisal and supervision and support systems.
* Maintaining forward momentum and high morale in a growing service which is under constant pressure simply due to the nature of the work of a psychology department, and due to service pressures, such as waiting times, staffing issues, and the changing policy context - and balancing these against risk of staff burnout in a stressful profession.
* Negotiating and maintaining a service position in the organisation which ensures that a psychological perspective is presented in order to best meet the needs of people in Fife.
* Contributing to the psychological therapies modernisation agenda by, for example, fostering integrated multidisciplinary working and evidence based practice.
* Maintaining a balance of all of the above with appropriate input to relevant national groups such as NHS Education Scotland, Public Health Scotland, NHS Scotland Heads of Psychology Services, National Assessors Panel, and University training committees, all of which is in the interest of Fife HSCP, NHS Fife and the NHS in Scotland, but needs to be balanced against local clinical service delivery issues and the needs of department staff.
* Clinically, dealing with service users who present with challenging conditions and behaviours, and finding ways of helping others to modify their approaches to such challenging behaviour, which is often difficult to convey to staff in highly stressed environments.
* Working with and supporting staff who are themselves dealing with highly stressful work and workloads.
 |

|  |
| --- |
| **11. COMMUNICATIONS AND RELATIONSHIPS** |
| **Communication** Post-holder is required:* To communicate with a diverse range of senior clinicians, directors of service and executive officers on a regular basis on both a one to one level and in formal meetings.
* To communicate in a similar manner with members of the Scottish Government and function as an expert adviser on relevant government committees
* To communicate highly complex information where there may be a significant level of hostility of where expert opinion may differ from that of the post-holder. This may occur at managerial level (e.g. communicating the requirement to redesign services where staff need to understand and accept such a requirement) or dealing with complaints. It will frequently occur at a clinical level during psychological assessment and therapy with patients with severe and/or complex disorders. In both cases, the communication of highly complex, sensitive, persuasive or informative material will require an exceptionally high level of demand for communication, analytical and judgement skills.
* To communicate sensitively and effectively according to individuals needs with clients, other agencies and professionals. Interpersonal skills required include motivation and negotiating skills, empathy and listening skills.
* To maintain the boundaries of client confidentiality in line with professional standards.
* To communicate clearly and effectively, verbally and in written reports, highly technical (e.g. neuro-psychological) findings, complex and clinically sensitive information to patients, carers and professionals within and outwith the NHS (including the legal system).
* To communicate clearly and effectively in planning, strategic and operational meetings, routinely chairing service and other professional meetings.
* To communicate clearly and effectively in writing, such as writing strategic and operational/performance reports, business cases, service development proposals, and research proposals; contributing to local and national policy documents; and developing clinical and departmental professional guidelines.
* To deliver high quality teaching and training to various staff and other groups, and to be skilled at presenting at conferences, research meetings etc.
* To deal sensitively with complaints, concerns and queries from patients and the public, investigate those and be responsible for coordinating the service response and reply.
* To be skilled at providing consultancy to colleagues outside psychology, such as advising and training GPs, nurses and other care staff on psychological aspects of care, or more broadly on psychological issues.
* As noted above, there is a particular focus in several specialties on training staff in the optimal management of challenging behaviours. This work is often challenging as staff may be reluctant to change practices and may be sceptical about the behavioural approaches required. Overcoming such reluctance or scepticism is a necessary skill, and has to be grounded in clinical experience as well as theoretical knowledge.

 **Relationships*** As with all clinical staff, a core requirement for this post holder is the capacity to engage and develop therapeutic relationships with patients, families and carers. Similarly, the post-holder has to be able to develop effective and helpful working relationships with community team members and other professionals, and to maintain team relationships over time, working through possible conflicts and confrontations in a productive manner.
* Considerable time is required for effective networking with other agencies, colleagues and professions.
* As Director the post holder has to maintain effective, supportive and constructive relationships with all service staff, while maintaining the capacity to manage issues which require communication of management decisions.
* The post-holder has responsibility for establishing and overseeing the relationship culture within the service, and has to deal with any threats to effective working relationships among staff, including taking disciplinary matters if required.
* The post-holder has a major role in influencing the style of open communication and effective good relationships within the service and between psychology staff and other professions/agencies.
* The post-holder has a key role in building and developing productive relationships between the service and its specialties and other professions within the HSCP/NHS Fife and with partner organisations. These relationships are central to the accessibility, effectiveness, development, reputation and recruitment potential of the Fife Psychology Service and are thus key to the delivery of effective psychological care and psychosocial benefit within Fife.
* This role extends to the wider NHS in Scotland and partner organisations: for example the department’s relationship with NES, University clinical psychology training departments and academic research partners, and with other NHS Boards’ psychology services in relation to training, CPD and other professional issues.
 |

|  |
| --- |
| **12. PHYSICAL, MENTAL, EMOTIONAL AND ENVIRONMENTAL DEMANDS OF THE JOB** |
| Physical pressures arise in part from the extensive hours necessary to undertake this post, with associated lengthy periods of time using computers, driving between the two main department bases and between clinical work settings, with all the usual associated demands (extended periods of driving, sitting in non ergonomic seating, frequently carrying a laptop, case notes, admin papers and neuropsychology test materials.Mental effort demands are in rapid task switching; constantly needing to prioritise and re-prioritise tasks to deal with urgent situations and deadlines, while tolerating the pressure generated by the list of lower priority tasks; rapid decision making in response to demands for urgent answers on professional issues; intellectual effort in reviewing research or strategic service development proposals, or in personally developing business cases, research proposals, strategic proposals, and writing policy documents/professional guidelines; a constant requirement for thinking on one’s feet whether in relation to planning and strategy meetings, dealing with difficult clients or staffing situations; negotiating service agreements with partner agencies, GP practices, cross-Health Board managed clinical networks, university departments etc.Emotional demands come partly from the nature of our clinical work with people with severe psychological disorders and deteriorating conditions; living with judgments on self harm/suicide risks in patients, especially in isolated community based work; and witnessing acute human distress and misery on a regular basis. Another source of emotional demand comes from managing clinical colleagues who may have conflicting views about key professional issues or may simply have personal conflicts in the work situation, or colleagues who themselves are currently suffering from personal stress/illness, who need to be supported while considering the individual’s fitness to practice. A third source of emotional demands comes from the nature of the judgements and decision making which involve taking considerable level of responsibility for the service as a whole and the effects of such decisions on patients’ welfare. For example, poor decisions about effective use of available resources will impact negatively on service users. A fourth source of emotional demand is dealing with concerns and complaints, often from very distressed or angry patients/families, some of which may reflect individuals’ own psychological problems as much as their dissatisfaction with some aspect of the service. Complaints have to be dealt with dispassionately and even-handedly, but are stressful to manage both on occasions when they are ill-founded and when they are deserved..  |

|  |
| --- |
| 13. KNOWLEDGE, TRAINING AND EXPERIENCE REQUIRED TO DO THE JOB |
| The post holder will have:* Held senior NHS post(s) that require service management expertise and skill.
* Demonstrable expertise in managing service budgets and exercising financial probity.
* A good Honours Degree in Psychology which provides eligibility for graduate basis for registration with the British Psychological Society.
* A post-graduate Doctoral Degree in Clinical/Counselling Psychology from a university course accredited as meeting the requirements for eligibility to register as a chartered clinical/counselling psychologist with the British Psychological Society/ HCPC(or equivalent). Research is an integral part of the training and a research thesis is completed throughout the final year.
* Extensive experience as a Consultant Clinical/Counselling Psychologist, with managerial and leadership responsibilities as part of that experience. (The Consultant grade itself requires a very significant period of post qualification experience as a qualified clinical/counselling psychologist.)
* Management training as part of CPD and/or significant experience of management of staff.
* Significant experience working with people at Consultant Psychologist level within one or more clinical specialty.
* Extensive knowledge of the professional and strategic issues affecting Psychology and the NHS.
* A high profile in the profession nationally, with evidence of invitation to participate in high level planning activities, advice and presentation at key professional events.
* Significant experience of multidisciplinary collaboration both clinically and managerially, e.g. leading and managing services which involve non-psychologists.
* Ongoing professional development activities as required to continue practicing as a Registered Psychologist.
* A good post qualification track record in teaching, training, and research and clinical audit is expected.
 |

|  |
| --- |
| **14. JOB DESCRIPTION AGREEMENT** |
| A separate job description will need to be signed off by each jobholder to whom the job description applies. Job Holder’s Signature: Head of Department Signature: | Date:Date: |