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| Job Title:  | Head of Integrated Therapies and Divisional OT Lead (Band 8B) |
| Reports to (job title):  | Director of Integrated Care & Community |
| Line Manager to:  |  |
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## Job purpose

As a member of the senior management team, the post holder is responsible for operational day to day running of Community Occupational Therapy and Physiotherapy services, and through this, the development of high quality, clinically effective patient centred services, ensuring these are delivered in the most cost efficient manner, through the effective leadership, management and deployment of resources

Base Location: Orbital Offices

## Key responsibilities

**Patient Care**

* Create an environment that makes patient care, safety and experience everyone’s primary concern. There will be an emphasis on learning from the results of patient surveys and risk management systems to drive continuous service improvement and the reduction of risk associated with patient care.
* Ensure that high quality clinical services are delivered in line with the trust’s clinical service strategy and financial plan.
* Promote and lead the professional and clinical development of all acute occupational therapy and physiotherapy services working closely with other AHP leads across the Trust.
* Ensure team leaders develop mechanisms for setting goals and benchmarking standards of care that are evidence based and promote practice that is innovative, proactive and research based.
* Ensure team leaders encourage staff to reflect on practice in order to inform & improve patient care delivery, using patient feedback from various sources to drive improvement.
* Embed the mechanism for gaining the patient & family perspective of community services, ensuring these are translated into improvement/action plans.
* Ensure that the complaints process complies with Trust and national standards and sensitive and often contentious information is communicated to patients, families and staff, including chairing local resolution meetings as required.
* To actively promote appropriate support for patients and relatives including PALS.
* To ensure staff, are competent in the use of technical equipment and/or procedures in order to provide required and best care for each and every patient.
* To ensure documentation is maintained to the Trust standard (including electronic records) and, promote regular and timely audit of records to measure and evaluate care planning.
* Ensure delivery of high quality and safe services to patients, visitors and staff, including management of clinical governance, healthcare standards and risk.
* Maximise operational and performance against management, professional and specialty standards.
* Optimise resource management.
* Manage capacity and operational planning.
* Minimise boundaries between services, both internally and externally Operational Delivery
* Be responsible for the operational management of all Community occupational therapy and physiotherapy services working closely with teams to develop new ways of working that will proactively manage service demands and ensure that these are fully implemented.
* Initiate regular review of services to ensure new developments are appropriately resourced through the business planning process.
* To be aware of and champion current trends and developments within the NHS and direct and support team leaders to drive change and modernisation ensuring the achievement of national, Trust and community performance indicators and objectives
* Monitor activity in relation to agreed local and national targets, and implement immediate corrective action in relation to any significant under/ over-performance.
* To facilitate and promote improved patient pathways, across acute & community services, liaising with medical, nursing and AHP colleagues to ensure the smooth transition of patient care.
* Respond in a timely fashion to frequent and unpredictable day-to-day operational issues as required.
* Liaise directly with patients and staff to resolve urgent concerns, including resolving stressful or distressing situations.
* Participate in the senior manager on-call rota
* To ensure robust Business Continuity plans are in place and tested for effectiveness.
* Working with the General Manager Community Services, lead the development of service specifications for integrated AHPs services across the local health and social care economy
* Support the development of the Trust’s annual business plan and contribute to the delivery of the Trust aims and strategic objectives. Budget Responsibilities
* Be responsible and accountable for the budget, ensuring the optimum use of resources and establishing and maintaining an effective management process to ensure financial control within budget.
* Ensure that all budgets and saving plans are proactively managed within agreed limits taking any remedial action which may be necessary to ensure delivery of agreed financial targets.
* Be responsible for the financial performance of all services, including the establishment of adequate internal controls and scheme of delegation for local department budget control and ensure that all relevant staff are appropriately trained.
* To be responsible for the achievement of cost improvement programme, monitoring delivery including initiating corrective action to avoid slippage

**Performance Management**

* Ensure clinical services are delivered in line with commissioned activity, maintaining control of expenditure, improving value for money and ensure continued service development in relation to efficiency, with a particular focus on key relevant performance metrics.
* Identify areas of poor performance and ensure appropriate corrective action is taken, including the development of standard operating procedures and escalation procedure
* To lead the monitoring and improvement of operational performance targets for occupational therapy and physiotherapy services including 2 hour Urgent Care Response and Intermediate Care response, as well as supporting the reduction of delayed transfers of care and improved patient flow from secondary care to community health services.
* To provide accurate and validated monthly activity performance and business intelligence reports to support the business and performance management process, taking corrective action where appropriate to continually improve standards.
* Produce reports as required internally and externally on a routine and ad hoc basis

**Communication**

* To provide and demonstrate sound clinical leadership and develop support mechanisms for sharing good practice, encouraging and directing innovation in service development.
* Ensure that a range of communication methods are employed in order to ensure that key information is relayed to all staff (email, newsletter, portal, meeting notes etc.) Such information may be highly complex or sensitive in nature and there may be significant resistance to change or barriers to understanding.
* To network with multi-professional colleagues to enhance both clinical roles and service delivery.
* To network with multi-professional colleagues across the ICS and region for benchmarking, learning and development of services and provide system wide leadership for more effective collaboration across all local organisational boundaries.
* Maintain and promote effective communication with all members of the multi-disciplinary team and other services.
* To act as a Divisional representative at Trust and external meetings as required.
* To support the divisional leadership team and deputise for them in their absence, at related meetings where appropriate.

**Governance**

* Be responsible for ensuring that robust and comprehensive governance arrangements are in place within the service and that these link appropriately to corporate arrangements and that the governance agenda is delivered. This includes risk management, review of critical incidents, identifying and reviewing key clinical and service indicators and audit outcomes and implementing information governance requirements.
* To lead the investigation of complaints and incidents relating to designated services, ensuring appropriate responses and the implementation of action plans to resolve issues identified including overseeing the investigation process and resolution of complex complaints and clinical incidents
* To instigate and lead projects relating to Trust/local policy development and the development of guidelines and protocols at a local level.
* Identify clinical risks across the service and ensure that appropriate action is taken, in accordance with the Trust Risk Management policy
* To supervise Team Leads and Managers to ensure Trust /local policies are implemented and their use reinforced and audited. Responsibilities for People and Training
* Lead in a way which enables and empowers staff to develop services in an innovative and creative way, motivating and developing staff to maintain the highest level of staff morale
* To supervise team leaders to ensure appropriate staffing levels and skill mix are in place to reflect the changing workload and meet the needs of the patient.
* To be aware of the change management process and to act as an expert within this process.
* Ensure an annual workforce plan is developed with appropriate input from professional leads, HR business partners, finance and other relevant staff and work with Recruitment Leads to ensure that appropriate staff are recruited, and retention strategies are developed and in place, ensuring the skills mix of the service is appropriate and safe in the delivery of care.
* To lead in the investigation and management of staff issues that relate to sickness and absence, poor performance, harassment, disciplinary and grievance issues using the relevant Trust policies, including chair of investigation and interview panels as appropriate
* Respond to feedback from staff and the annual staff survey and implement a service response, taking action where staff raise concerns, particularly in relation to issues specific to the community Services.
* Ensure effective arrangements for staff appraisal, compulsory training, staff development, and that all staff have personal development plans
* Participate in the Trust’s appraisal and personal development plan schemes by meeting with the manager, undertaking own IPR and revalidation as required.
* To provide clinical leadership for physiotherapists within the Trust, including the dissemination of specialist skills and knowledge to others and work with professional bodies to ensure that all staff have appropriate access to professional development opportunities and ensure that all professional requirements are met.

**Other Factors**

* Regular VDU usage.
* Regular driving between sites.
* As part of complaint management this role will encompass speaking to distressed and potentially angry patients.

## Our values

Our values are our moral compass and core to our DNA. They underpin the way we deliver our services and treat those who use our services.

To many organisations values are just words which don’t translate into reality of the day to day but our values flow through everything that we do, they define who we are, what we stand for and set the expectations of our colleagues, communities, customers and partners. They have been defined by our colleagues and have been integral to our journey so far and will be integral to our future as well.

We have three values which help us stand out from the crowd, not just because there’s only three, but because they are unique to who we are. We care, we think, and we do.

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| **Care** | **Think** | **Do** |
| * Inspire
* Understand
* Communicate
 | * Challenge
* Improve
* Learn
 | * Accountability
* Involve
* Resilience
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## Confidentiality and Information Security

As our employee you will be required to uphold the confidentiality of all records held by the company, whether patients/service records or corporate information. This duty lasts indefinitely and will continue after you leave the company’s employment.

All information which identifies living individuals in whatever form (paper/pictures, electronic data/images or voice) is covered by the 2018 Data Protection Act and should be managed in accordance with this legislation. This and all other information must be held in line with NHS national standards including the [Records Management:  NHS Code of Practice](https://www.nhsx.nhs.uk/media/documents/NHSX_Records_Management_CoP_V7.pdf) , [NHS Constitution](http://www.nhs.uk/choiceintheNHS/Rightsandpledges/NHSConstitution/Pages/Overview.aspx) and [HSCIC Code of Practice on Confidential Information](https://digital.nhs.uk/data-and-information/looking-after-information/data-security-and-information-governance/codes-of-practice-for-handling-information-in-health-and-care/code-of-practice-on-confidential-information) and should only be accessed or disclosed lawfully. Monitoring of compliance will be undertaken by the Company. Failure to adhere to Information Governance policies and procedures may result in disciplinary action and, where applicable, criminal prosecution.

## Information governance responsibilities

You are responsible for the following key aspects of Information Governance (not an exhaustive list):

* Completion of annual information governance training
* Reading applicable policies and procedures
* Understanding key responsibilities outlined in the Information Governance acceptable usage policies and procedures including NHS mandated encryption requirements
* Ensuring the security and confidentiality of all records and personal information assets
* Maintaining timely and accurate record keeping and where appropriate, in accordance with professional guidelines
* Only using email accounts authorised by us. These should be used in accordance with the Sending and Transferring Information Securely Procedures and Acceptable Use Policies.
* Reporting information governance incidents and near misses on CIRIS or to the appropriate person e.g. line manager, Head of Information Governance, Information Security Lead
* Adherence to the clear desk/screen policy
* Only using approved equipment for conducting business

## Governance

Clinical governance is a framework through which organisations delivering health and care services are accountable to continuously improving the quality of their services and safeguarding high standards of care by creating an environment in which clinical and other forms of care flourishes. Employees must be aware that clinical governance places a duty on all staff to ensure that the level of care services they deliver to patients is safe and high quality, and that they follow/comply with our policies and procedures.

## Registered Health Professional

All staff who are a member of a professional body must comply with standards of professional practice/conduct. It is the post holder’s responsibility to ensure they are both familiar with and adhere to these requirements.

## Risk Management/Health & Safety

The post holder has a responsibility to themselves and others in relation to managing risk, health and safety and will be required to work within the policies and procedures laid down by the company. Staff are required to observe the Hygiene Code and demonstrate good infection control and hand hygiene.

Employees must be aware of the responsibilities placed on them by the Health & Safety at Work Act (1974) to ensure that the agreed safety procedures are carried out to maintain a safe environment for other employees, patients and visitors. It is essential to observe strict fire and security precautions at all times.

All staff must report accidents, incidents and near misses so that the company can learn from them and improve safety.

## Safeguarding Children and Vulnerable Adults Responsibility

We are committed to safeguarding and promoting the welfare of children and adults at risk of harm and expects all employees to share this commitment.

## Medicines Management Responsibility

Nursing or registered healthcare professionals

Undertake all aspects of medicines management related activities in accordance within the company’s medicines policies to ensure the safe, legal and appropriate use of medicines.

Skilled non-registered staff

Undertake all aspects of medicines management related activities in accordance with the company’s medicines policy where appropriate training has been given and competencies have been achieved.

## Policies and Procedures

All colleagues must comply with the Company Policies and Procedures which can be found on the company intranet.

## General

We are committed to serving our community. We aim to make our services exemplary in both clinical and operational aspects. We will show leadership in identifying healthcare needs to which we can respond and in determining the most cost-effective way of doing so.

We recruit competent staff that we support in maintaining and extending their skills in accordance with the needs of the people we serve. We will recognise the commitment from our staff to meeting the needs of our patients.

The company recognises a “non-smoking” policy. Employees are not able to smoke anywhere within the premises or when outside on official business.

## Equal Opportunities

It is the company’s intention to be an employer of choice and ensure that no job applicants or employees are unfairly disadvantaged on the grounds of gender, disability, race, ethnic origin, colour, age, sexual orientation, religion or belief, trade union membership or any other factors that are not relevant to their capability or potential. To this end, the company has an Equality and Diversity policy and it is the responsibility of each employee to contribute to its success.

## Flexibility Statement

This job description is not exhaustive and may change as the post develops or changes to align with service needs. Any such changes will be discussed directly between the post holder and their line manager.

## Personal Specification

Essential

* Educated to master’s degree level or equivalent qualification
* A management qualification e.g. post graduate diploma in management studies (DMS) or equivalent
* Evidence of recent continuous professional development at a senior level to include leadership development
* HCPC Registered Allied Health Professional Experience, knowledge and proven track record of delivery in managing a range of diverse and complex operational services
* Experience of managing people and financial resources at a senior level
* Experience of developing services through facilitating change and innovation in a multidisciplinary team(s)
* Experience of Business Planning to include developing & producing business plans/cases and Budgetary Management.
* Experience in writing policies and procedures
* Project Management
* Experience of working in NHS Therapy services.
* Experience of working across departmental and organisational boundaries to deliver specific targets and to improve services for patients
* Evidence of organisational, regional and national healthcare awareness
* Comprehensive knowledge of The NHS Constitution and its application to Community Services
* Comprehensive knowledge of all Local and National Performance Indicators associated with non-elective care.
* Evidence of adopting national or international benchmarking to improve quality and efficiency Demonstrates understanding and recent experience of project management skills
* Performance management methodology
* Excellent understanding of the use of information; including data collection, validation and reporting
* Ability to analyse complex information to support management decisions
* Demonstrate use of evidence based practice
* Ability to maintain effective working relationships with other partners and professions through stakeholder management / relationship building (internal and external)
* Ability to influence and negotiate sometimes difficult and conflicting relationships
* To be able to understand, articulate and implement countywide and national policies / agenda
* Ability to manage complex and conflicting priorities, balancing competing priorities of services and staff
* Standard keyboard skills including use of Outlook, Excel and PowerPoint
* Plan and deliver effective presentations
* Willing to work in other areas of the Trust or Trust-wide as and when required to do so.
* Ability to carry out the full range of duties associated with the post, with any aids or adaptations which may be appropriate.
* Professional appearance and manner
* Will join Trust Community on-call manager rota
* Ability to travel regularly throughout Swindon / Wiltshire and occasionally elsewhere in the UK

**Desirable**

* Post graduate health or management qualification or equivalent
* A proven track record in planning and delivering projects and targets in the NHS
* Operational leadership and management of multidisciplinary services
* Evidence of the implementation of innovative practice
* Lean Methodology
* Experience of reviewing team structures and implementing organisational change
* Experience of working with external agencies
* Awareness of strategic management processes and their application, workforce planning and information
* Experience of working across organisational boundaries
* Experience of participation in an on-call rota

Other requirements: XXXXX

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| Employee signature |
| Manager signature |