

Job Title:	Head of Integrated Urgent Community Response Service (IUCRS)
Reports to (job title):	Head of Operations, Community Services
Line Manager to:	N/A

Job purpose

The Integrated Urgent Community Response Service (IUCRS) is an exciting new service that will be responsible for delivering the NHS England National 2-hour Urgent response standard as well as intermediate care and community IV therapy. The service will respond to the crisis needs of patients in their own homes, including nursing and residential care homes, to prevent avoidable hospital admissions to hospital.

This is a multidisciplinary service that includes Advanced Nurse practitioners, Independent non-medical prescribers, nurses, therapists, technical instructors and Generic Support Workers to support patients to remain in their usual place of residence during an acute episode of illness or social care crisis.

The Head of Service will provide vision and professional clinical leadership to the IUCRS in West Lancashire and will line manage the nursing, therapy, and support staff. The Head of Service will be responsible for promoting excellence in clinical practice to deliver a high-quality person-centred service, which is dynamic, proactive, and responsive to health and social needs. The post holder will lead and co-ordinate a range of activities that promote excellence in clinical practice through evidence-based care, which includes robust reporting of data and activity to support national Community services data set submission. He/she will also have an extensive knowledge of the impact of multi-disciplinary team's community health care services and have a sound understanding of local Acute, Primary, Social, Voluntary and Mental Health Care Services to enable a system wide approach to care delivery.

This is a high-profile role within our organisation, and we will expect the post holder to be innovative, driven, flexible of thought and creative as we develop these services. The role requires a visible and engaged presence across the system and with partners locally and nationally. Our Rapid Response clinicians are well respected locally and we require an experienced lead community clinician to continue to support further developments and integration with our Health and Social Care partners.

The post holder will provide assurance and evidence to the Head of Operations regarding the governance arrangements, quality, safety, and adherence to CQC standards of services, thereby ensuring that this service is delivered safely and meet all regulatory and professional standards. He/she will also be expected to participate in the HCRG Care Group on call rota.

The post holder will be a key driver for change and transformation to deliver the new service model and will be accountable for the overall human resource management of the service ensuring effective clinical supervision and management is in place.

The post holder must be willing to embrace new technologies, have a good understanding of admission, risk management and be able to lead highly effective, and outcome focused services.

Key responsibilities

- Provide a visible, accessible, and professional presence for colleagues, service users and their families in relation to the IUCRS and will act as professional lead for the service
- Have overall responsibility for the safe and effective delivery of clinical services within IUCRS in West Lancashire
- Ensure care is person-centred and underpinned by evidence-based practice and continual knowledge and skills of colleagues
- Ensure that staffing grade and numbers are appropriate to ensure the best possible clinical care and by adjusting skill mix and numbers to provide safe, effective levels of care
- Provide line management responsibility for members of the IUCRS and senior clinical staff as required, providing supervision, appraisal, Professional Development Plans, and reviews to all direct reports
- Select and support others to develop clinical leadership and agree a system of delegated responsibility for direct reports and other staff
- Support the implementation of new roles and extended clinical practice to modernise the service to benefit patients and their families
- In collaboration with senior clinical colleagues, develop and review nursing and therapy workforce plans including an annual review of nursing skill mix
- Implement systems and controls for the effective recruitment, selection and retention of staff within the area of responsibility
- Ensure that IUCRS meets responsibilities to provide clinical experience and mentor support for pre and post registration nurse and therapy education (when applicable), in line with internal and external standards
- Ensure a system is in place to analyse the training and development needs for staff within UCRT
- Support all direct reports to plan for 100% compliance with statutory and mandatory training and appraisals for team members on an annual basis
- Ensure that patient's privacy and dignity are protected and that patients are treated with respect at all stages of their patient journey
- Support systems for measuring and improving the quality of the patient experience within the service
- In collaboration with the Head of Operations, ensure there are systems in place to learn from all patient experience safety and outcomes information and develop systems of audit to ensure continuous improvement
- Undertake management and investigation of incidents and SI's in relation to the service

Job Description

- Manage complaints in line with agreed Business Unit processes and where required to resolve complex complaints, meet with complainants to address their concerns to ensure local resolution is achieved wherever possible
- Ensure the safeguarding agenda within IUCRS is implemented with effective systems throughout the service including effective liaison with other agencies as required
- In collaboration with the senior management team, support the Business Units approach to improving compliance with CQC registration and other regulatory requirements
- Be responsible for providing governance and assurance mechanisms for IUCRS, reporting to the Head of Operations for Community Services
- Manage the delegated budgets and ensure the financial targets for the team is met
- Comply with financial processes, standing financial instructions and deadlines
- Ensure relevant financial information is presented to staff and meetings, as appropriate
- Develop effective working relationships with external stakeholders
- To work collaboratively with clinical and operational leads across the Integrated Care System (ICS) to deliver the IUCRS strategy and vision
- To actively engage and ensure integration with Primary Care Networks
- Deputise for the Head of Operations when required
- Maintain own professional registration and practice requirements
- Ensure that robust clinical governance and risk management systems are in place and are being operated by the service teams
- Ensure that the Head of Operations have access to sufficient and appropriate information, including assurances regarding the operational performance and safety of the service
- Ensure that clinical services meet and can evidence compliance with relevant clinical standards (legislative, regulatory, and professional best practice requirements/standards)
- Provide contributions to and maintain and update relevant risk registers
- Produce business continuity plans
- Ensure wherever possible care is delivered at home and not in hospital, reducing attendances at A&E admissions and emergency days
- Ensure plans to transform care pathways and promote appropriate care in the community
- Ensure the effective use of any Intermediate care facilities HCRG Care Group have access to
- Maintain close working with all national and project leads within HCRG Care Group Limited. Emphasis will be finding results and problem solving

Clinical/Professional

- Lead and coordinate the development and utilisation of evidence-based practice standards and guidelines within the services
- Maintain clinical and operational excellence within the service
- Work in close partnership with all senior nurses and therapists in the business unit to ensure safe services particularly when teams face unexpected challenges or demands
- Develop opportunities for individuals and clinical teams to network and share excellence in practice
- Establish systems which assure accurate and defensible patient focused nursing and therapy documentation and act as lead for implementation
- Support the community services workforce to revolutionise the relationship with patients, promoting a culture of dignity and respect for patients and their relatives / carers
- Work collaboratively with the HCRG Care Group Chief Nurse and other senior clinical leaders
- Provide professional advice to the Senior Management Team on statutory and regulatory nursing/therapy/clinical requirements. Keep abreast of professional issues and NICE guidance
- Maintain clinical and operational excellence within the service
- Work in close partnership with all senior nurses and therapists in the business unit to ensure safe services particularly when teams face unexpected challenges or demands
- Develop opportunities for individuals and clinical teams to network and share excellence in practice
- Establish systems which assure accurate and defensible patient focused nursing and therapy documentation and act as lead for implementation
- Support the community services workforce to revolutionise the relationship with patients, promoting a culture of dignity and respect for patients and their relatives / carers
- Work collaboratively with the HCRG Care Group Chief Nurse and other senior clinical leaders
- Oversight of clinical audit activity including reviewing results and monitoring action plans to ensure clinicians deliver high standards of care in line with best clinical practice and evidence-based medicine, and results feed into continual service improvement
- Provide assurance that all criteria are met in the reporting of data and performance to meet the requirements of the national standard
- Oversight of clinically related incidents and complaints including investigations and responses, challenging the operational teams as necessary and ensure that action plans are agreed and completed
- Undertake root cause analysis for serious incidents as required
- Set and oversee the clinical quality standards of the service ensuring:
 - Clear clinical leadership and accountability structures
 - Regular clinical governance meetings which are all encompassing and effective

Leadership

- Provide visible and accessible leadership creating a climate where individuals understand their roles and responsibilities and people are empowered to be effective in their role
- Delegate and supervise other staff to achieve goals and objectives and ensure:
 - Implementation of the Governance Framework, including HCRG Care Group policies and procedures, to ensure services are safe, cost-effective, patient focused, accessible, responsive and comply with the policies relating to corporate and clinical governance
 - Key performance indicators and audit reports are produced for each service in line with internal and external performance requirements, which are in line with best practice and support quality
 - Clinical and operational performance is monitored to support the achievement of contractual and business performance measures
 - Risk management systems are in place; incidents and risks are identified and managed appropriately
 - The training programs for the service teams are maintained and include mandatory training, service-specific training and CPD, meeting the requirements of the services and the professional groups
 - Regular clinical meetings take place to share learning and discuss clinical issues
 - Patient feedback is communicated to the clinical teams and acted upon
 - Performance management of subcontractors is monitored to identify failure to comply with contractual agreements / under performance
 - Ensure all teams delivering the services are appropriately qualified, competent, experienced, and fit to practice, their practice is kept up to date, is reviewed on an ongoing basis and clinical staff recruitment, employment, induction, and supervision is monitored
- Provide inspirational leadership of clinical and professional practice development, such that patients are to the fore in every decision made
- Support the clinical workforce so that best professional standards which underpin excellent outcomes for patients are deployed in all services
- Utilise feedback from patients and the wider public, to directly improve practice and therefore future patient experiences and ensuring that individual patients, family, and carer concerns are handled sensitively and effectively
- Ensure the regional strategy for service quality improvement including patient reported outcome and experience measures (PROMs/ PREMs) as appropriate
- Ensure the CPD of all clinical colleagues is implemented through the operational teams and foster a culture which encourages them to be innovative and challenging in the interests of patient care
- Ensure that the service teams have access to advice and support from relevant experts and teams (internal and external)

Direct Support

- Support clinical teams to deliver high quality clinical standards within services which are operationally live or provide expert advice of services within mobilisation
- Ensure these standards are in line with those of professional bodies and those set by government bodies such as NICE

- Support NMC / HCPC escalated clinical competency issues
- Advise the operational teams and CQC Registered Managers of any significant clinical governance issues that must be reported externally e.g., CQC, commissioning CCG / LAT
- Work with operational teams to adapt and implement systems to suit their clinical circumstance or environment
- Work with operational teams to ensure the consistent and on-going use of tools already in existence, which are designed to support the delivery of effective clinical governance
- Work collaboratively with the service teams to improve clinical governance systems and quality

Development

- Facilitate clinical pathway design and development based on best practice/ guidelines/regulatory requirements. Be Innovative in the evolution of the service through creative use of IT software
- Demonstrate a solution focused attitude and be prepared to pilot new ideas and approaches to patient management
- Develop standards which are clear in expectation around core areas such as documentation, clinical outcomes, audit or CPD, facilitating service change. Represent the region at appropriate clinical network meetings in relation to the specialist area being covered
- Be prepared to be flexible in how the services are led in response to changing needs of the population

Workforce Planning and Development

- Ensure the effective creation of workforce rotas for the service which operates 365 days per year and to have strategies in place to cover shifts at short notice should the need arise, including being able to contribute in person
- Ensure new nurse/AHP roles are developed within a professional regulatory framework and are underpinned by appropriate policies, protocols, and educational preparation
- Through close working with the Head of Therapy ensure all AHP staff supporting the services are appropriately supervised and developed
- Ensure that identified educational / training needs are met through a range of educational programs by contributing to the training and development strategy for the region and the organisation
- Develop business cases as required to grow the services managed, aligned to development within HCRG Care Group, contributing to future business bids as directed by the Head of Operations

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.

Care	Think	Do
<ul style="list-style-type: none"> Inspire Understand Communicate 	<ul style="list-style-type: none"> Challenge Improve Learn 	<ul style="list-style-type: none"> Accountability Involve Resilience

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 , NHS Constitution and HSCIC 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

Qualifications

- Registered Nurse or Health Care Professional with current NMC / HCPC registration
- Evidence of continued professional development at degree or masters level
- Evidence of proven clinical leadership and operational management
- Proven track record of delivering robust governance structures to deliver safe and effective patient care

Experience

- Proven experience of delivering care in the community including urgent response, crisis management, ambulatory care, intermediate care
- Knowledge of CQC outcomes framework and the ability to apply it in different healthcare settings
- Experience of undertaking audits and analysing results
- Good working knowledge of the NHS and understanding of government policy
- Evidence of system wide practice
- Ability to identify gaps in process and support teams in delivering solutions.
- Experience of undertaking root cause analysis and investigations
- Evidence of clinical pathway development and delivery

Skills

- Excellent interpersonal skills
- Leadership skills including experience in leading managers and other senior peers
- Experience of conducting appraisals and performance reviews
- Management of people, and ability to lead with care
- Negotiation skills
- Excellent numerical skills
- Demonstrable written and verbal communication ability to an exceptional level
- Ability to work independently and complete objectives within an agreed timeframe
- Good computer skills and IT literate
- Flexible
- Reliable, dependable, and adaptable

Desirable

- Degree or masters in Leadership /Change Management
- Commercial experience with a record of financial management
- Business development experience
- Experience of the marketing of services and delivering innovative projects
- Experience of having worked as a senior clinician in Intermediate Care / Rapid Response services or Urgent Care Centres / Urgent Care or Emergency Care pathways
- Evidence of inspiring a shared purpose and delivering a vision to a successful conclusion
- Evidence of connecting services you have managed to other agencies through innovative practice
- Experience of presenting to public forums and clinical colleagues
- Experience of Frailty management
- Clinical supervision training / experience

Employee signature

Manager signature
