



Unique JD Identifier
HSC 304

JOB DESCRIPTION

Post title	Manager – Care Home for Older People
Division / Section	Older People and Disability Services
Department	Health and Social Care
Responsible To	Change and Development Manager

PURPOSE OF JOB

The postholder will take a lead role in strategic management and development of a range of services provided within a care home for older people. This will include ensuring that the care home is managed to a high standard and in line with a range of regulatory frameworks.

This is a time of major change in Older People's residential care with a significant programme of new service development and service re-provisioning. The Care Home Manager is crucial to this change process and will play a lead role in the development and management of a new range of services across the care home, taking specific citywide leads. The postholder is expected to adopt and model values and behaviours which reflect their leadership position and their role in the management of change.

The postholder will ensure compliance with a complex set of statute, regulation and guidance, establishing best practice in meeting the needs of older people in residential care.

To champion and develop an approach to service delivery that is focussed on individual outcomes for service users.

To implement the values and principles of the National Care Standards within the policies and procedures of the City of Edinburgh Council.

To carry out all duties of Registered Manager as prescribed by the Regulation of Care Act and Adults with Incapacity Act.

To lead and manage a complex care environment to meet service users need on a daily basis.

To work with other Council services and external partners to support the effective planning and delivery of services to ensure that the Council meets its statutory duties and wider policy objectives in relation to social care and delivers high quality, seamless services within a best value approach.

MAJOR TASKS

Quality Assurance and Performance Management (40%)

Professional Advice and Practice (25%)

Staff Management (25%)

Business Planning and Facilities Management (10%)

JOB ACTIVITIES

Quality Assurance and Performance Management

The postholder will be responsible for applying developing and communicating a structured quality assurance framework which reflects departmental, regulatory and resident expectations. This will include the following:

To work collaboratively with the Care Inspectorate to ensure delivery of high quality services which meet the National Care Standards. Facilitate Care Inspectorate inspections and provide evidence and subsequent action plans following requirements and recommendations received following annual inspections.

To be accountable for performance management in the care home and ensure a Performance Management system is in place which reflects Departmental Standards, Performance Indicators and targets, reporting regularly on a range of performance indicators (occupancy levels, service user reviews, supervision) and make recommendations to improve the effectiveness of the service.

Work collaboratively with other care home managers to ensure that there is an equitable provision of services in line with agreed city wide priorities and framework and review, develop and implement service plans to meet these specific outcomes and objectives.

To carry out regular audits of service areas included in the Quality Assurance Framework for Care Homes for Older People e.g. medication management, care plans, reviews, activities and staff qualification

Communicate clearly (verbal, written, electronic) to facilitate the receipt and delivery of management information. This often involves creative solutions in order to communicate across a large, diverse workforce.

Ensure customer satisfaction by understanding service user needs and delivering an appropriate service ensuring that all complaints are acknowledged, investigated as necessary and responded to within agreed policies and procedures.

To be accountable for the quality of the meals and dining experience within the care home in line with national care standards and ensure that each resident is encouraged and/or assisted to eat well and that nutrition is monitored within the procedures established by the Council.

Professional Advice and Practice

The Postholder will take a leading role in ensuring complex programmes of care are implemented within the care home and that all components of safe and professional care are delivered in line with Council procedures and Regulatory Frameworks. The postholder will also have a delegated lead role for specific aspects of care across all care homes eg as a dementia champion or a palliative care lead. The postholder will ensure that:

- A culture and ethos is created where the needs of the residents are paramount
- Residents are cared for safely in line with Council Adult Support and Protection Procedures and regulatory requirements (eg Health and Safety, Legionella monitoring, Food Hygiene, Environmental Health, Fire Safety,)
- National Care Standards are met and each resident has an outcome focussed Personal Plan, based on ongoing assessment and individual care planning.
- Each resident has a named worker, access to a programme of meaningful activity and access to an independent advocate as required
- Where appropriate, residents finances are managed under the requirements of the Adults with Incapacity Act
- The management of medications within the care home is undertaken in line with departmental policy and procedures
- A robust system of admission and discharge is delivered which meets service user and carer expectation both for the range of long stay and short stay services in the unit.
- Effective communication and liaison is maintained between staff, service users and their representatives, carers and Social Work and Health practitioners
- Service users and carers are helped to understand their rights and responsibilities under the complaints procedures of both the Council and the Care Inspectorate and complaints are investigated and recorded within the framework of the Council's Complaints procedure
- Engagement and consultation with service users, staff and other stakeholders is robust and monitored to enable the implementation of strategies to ensure community needs are addressed appropriately including convening and chairing meetings with residents/relatives meetings as required.
- Creative solutions , and advice on best practice, about matters relating to residential care for older people is available to staff in the Council and other agencies to influence current initiatives and staff training

Deputise for Change and Development Managers as required.

Staff Management

The Postholder is responsible for effective leadership and team building within the care home and will implement robust systems of staff management within the care home to ensure that:

- Standards of professional practice are developed in line with best practice/statutory requirements/National Care Standards/SSSC
- The protection of vulnerable adults is prioritised
- Effective and efficient resource management is achieved
- Service provision to service users is managed effectively

This will include direct line management of supervising the Depute Manager and Business Support manager to ensure appropriate supervision, support and performance management including induction, regular supervision, PRD and review of staff training needs within Council frameworks.

To be accountable for effective communication within the care home ensuring regular staff meetings are held and recorded

To be responsible for implementing and maintaining a robust induction process for all new staff and that agency staff receive adequate induction

Responsibility for ensuring that the training and development needs of staff are identified and that staff have access to training opportunities and support with their career and registration to meet statutory requirements in line with Council Policy

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To be responsible for the effective operation of Council Procedures in relation to staffing matters including grievance, disciplinary issues, sickness absence or Fair Treatment at Work

Participate with the recruitment and selection of staff, exercise the duties of the Registered Manager in this regard and liaise with college staff and council colleagues to offer placements and supervision to students and modern apprentices

To ensure that the required supervision is provided for staff undertaking S.V.Q., HNC, Management qualification and oversee the S.S.S.C. registration of staff in the care home

Having regard to the City of Edinburgh Council's Policies and Procedures on Health, Safety and Welfare at Work ensure that all relevant Health and Safety regulations are observed within the home, including risk assessment, fire procedures, emergency response and business continuity, food hygiene, Cook Safe, C.OS.H.H and legionella and asbestos.

Business Planning and Facilities Management

The postholder will oversee all the budgetary, financial and facilities management processes within the establishment. This includes the following activities:

To be accountable for the management of the allocated budget, maintain a robust system of monitoring and reviewing expenditure using the Frontier budget management system ensuring that spend is in line with budget. To anticipate any difficulties in meeting targets set within the budget and to report these to the Change and Development Manager.

To be accountable for all administrative functions with regard to finance, including ordering, invoicing, banking, accounting and information systems.

To ensure the fabric of the building is maintained, the grounds and gardens are kept safe and well maintained and be accountable for all fixtures and fittings and security in the home and that faults and maintenance requirements are reported timeously.

To ensure Business Continuity Plans and any resources requirements are in place and kept up to date.

SUPERVISION / MANAGEMENT OF PEOPLE

The postholder is responsible for the management of a large, multidisciplinary staff group, working across a 24 hour period comprising 50 - 100 W.T.E. staff comprising Depute Managers, Team Leaders, Care Staff (Day and Night), Ancillary staff (domestic, catering, other manual), Business Support.

Responsible for overseeing the practice of any agency staff, volunteers, students and apprentices in the building on a day to day basis

To deputise for the Change and Development Manager as required

CREATIVITY AND INNOVATION

The postholder will be required to take a lead role in key areas of service innovations and problem solving in relation to wider departmental and Council issues such as dementia, respite, palliative care, medication, outcomes and contribute to the development of new policies, procedures, guidance and best practice for the whole of older people's residential services .

Develop a range of services within the care home (specialist dementia, challenging behaviour, palliative care, respite, stepup/down). This involves skilled partnership working with a range of professionals across the Council, NHS Lothian, private and voluntary sectors.

The postholder will ensure that service delivery is at all times responsive to change in client need and that the views of residents and their carers are taken into account at all times.

Generate creative solutions to service user problems in terms of best practice current initiatives, resource systems and staff training

Provide dynamic leadership to care home staff to promote ways to encourage service user involvement in the running of the home

Identify opportunities for partnership and collaborative working in the wider community to expand and enhance the service user's experience and promote service user choice and independence

Use Risk Management as a positive tool for providing service users outcomes

Interpret and facilitate the effective spread of information to support the achievement of service and team goals

The ability to anticipate crisis and implement creative thinking to prevent crisis developing.

Balance the demand for services within resources to ensure that service provision is provided in a cost effective and efficient manner.

CONTACTS

Required to develop and maintain positive professional relationships with a wide variety of contacts, both internal and external, in order to positively promote and represent the Council's services to some of its most vulnerable citizens. The quality of these

relationships has a direct relation on the reputation of the Council and of partners in NHS Lothian

The postholder will develop networks and maintain rich information resources and contacts from a wide variety of internal and external sources from which to identify and implement solutions.

The postholder will be required to communicate effectively on contentious and complex issues on a daily basis.

The postholder will be required to advise senior managers up to directorate level on complex issues relating to the care home which may have political or media interest.

The postholder will ensure that the rights of the older people in their care are paramount and will work to this effect in collaboration with residents, departmental colleagues and other significant professionals and relatives/carers or representatives of the residents. This can often involve balancing the rights of one resident against the rights of another and requires a high degree of communication and negotiation skills.

Contacts which are frequent and essential to the functioning of the post include:

- Service users, their relatives and carers
- Lawyers, advocacy services
- Social Work and Health Care Practitioners including hospital consultants
- Care Inspectorate Officers
- Council property, HR, Finance and Admin staff
- Workforce Planning
- Heads of Service and Senior Managers
- Care Home Managers

DECISIONS (Discretion)

The postholder will be expected to work independently for most of the time. They will be expected to recognise emerging issues and initiate their own response to changing demands without prompt or specific instruction.

As registered manager of the service, set strategic service level aims regarding operational systems and procedures within the service with regard to Service Delivery, Council and Departmental Policy and Procedure and relevant legislation.

To develop and implement care pathways for a mix of service user needs within the care home in partnership with a range of professionals, service users and carers.

Professional oversight and decision making in relation to care of older people in partnership with NHS Lothian.

To make decisions based on assessment of the comparative risks to residents to ensure that older people receive the service appropriate to their need and, deciding on action which might limit the freedom of service users

To ensure that the rights of older people are paramount and to devise means to effect this in collaboration with departmental colleagues, other significant professionals, family members and other representatives.

Make decisions and confirm plans for individual admissions to the service, including appropriate transfers between units and support to the older person when moving on to other services or back to their own home.

Required to provide and consider appropriate advice at senior levels to inform senior operational and strategic decision making.

Monitoring and evaluating service practice and recommending change for both the individual unit of responsibility and the wider service as a whole.

Decisions regarding the health, safety, care and well being of service users and staff

Through active management of the care home budget decide on the appropriate and most effective use of resources in order to be responsive to current need and demand.

Decisions with regard to the deployment of staff within the Care Home including shift arrangements, deployment and emergency cover

Decision with regard to service user funds when acting under section 5 of the Adults with Incapacity Act 2000.

Responding to and reporting serious situations regarding service users and/or staff including recommendations to provide or withhold service and decisions relating to employee relations including grievance, disciplinary procedures and absence management.

Prioritise conflicting demands and priorities within a complex and highly pressurised environment and make decisions in fast moving situations to avoid crisis.

DECISIONS (Consequences)

Decisions made regarding guidance, policies and procedures will have an impact not only on the individual unit of responsibility but also the wider service as a whole. Ultimately, these decisions will have a major impact on the lives of older people.

Working within a complex framework, decisions made by the postholder will directly impact on the health and safety and well being of service users and staff.

Budgetary decisions will impact on the care home's ability to meet agreed budgets and targets and can impact on the flexibility of the departmental budget.

Operational decisions will impact on the quality of care, legislative requirements and the reputation of the council. These decisions are taken within a highly political and scrutinized environment.

As a registered manager with the Care Inspectorate, be responsible for decisions which will impact on the quality of a regulated service. Decisions made will directly impact the results of Care Inspectorate reports and grades - reflecting either positively or negatively on the service and the reputation of the Council.

Decisions made will impact on the extent to which equitable, good quality services with few complaints from users/carers are ensured.

Decisions taken on a daily basis will ensure that the Council is compliant with its legislative duties.

Decisions taken in relation to the management of own work priorities and the deployment and workload of staff will impact upon quality of care, legislative duties and staff wellbeing.

Decisions taken with escalating and raising emergent issues and opportunities will impact upon future service development and quality of care.

RESOURCES

Accountable for all staffing resources in the care home totalling up to £1.5 million

Accountable for all non staff resources (e.g. equipment, furniture, fittings, building, cash) approximately £500,000.

Responsible for maintaining a highly complex physical environment in order to meet statutory requirements and to ensure the wellbeing of staff and service users. The extent to which the environment is effectively maintained is subject to numerous, robust scrutiny processes and audits.

Responsible for ensuring that information and data relating to service users is held and managed securely and in line with legislative and regulatory requirements.

ENVIRONMENT

I. Work demands

The postholder is responsible for managing their own time and workload within an environment subject to significant demands and significant interruption, deadlines, timescales, and conflicting demands and priorities many of which require an immediate response..

The postholder is required to respond to emergency situations, including critical incidents involving violence and aggression from residents.

The postholder will be required to meet service and legislative requirements whilst dealing with daily demands, conflicting priorities and change, meeting deadlines and targets, often to short timescales under pressure and with limited or inflexible resources

To be available outside working hours including night working on an exceptional basis to respond to emergencies.

The postholder receives regular supervision from the Change and Development Manager within Departmental guidelines.

II. Physical

Frequent use of computer, telephone and other equipment within an office environment

Monitoring of service delivery will require the post holder to regularly walk to all service delivery areas frequently.

There may be occasional short periods of substantial effort, including lifting, manual handling and personal care of service users in an emergency or in order to meet the demands of the service.

Attending meetings outside the care home

III. Working conditions

Working in an environment with considerable exposure to a range of challenging behaviours, including aggression, noise, verbal abuse from service users who are in a distressed.

Occasional exposure to considerable heat in Care Home e.g. large kitchen, laundry etc.

Occasional involvement in personal care of residents.

Exposure to infection.

IV. Work context

The postholder requires a high degree of emotional resilience. The postholder will be required to plan services to meet the needs of vulnerable older people within an institutional environment many of whom are in poor health and will die within the care home.

The postholder must be able to work with staff who are caring for people who are dying and ensure that the deceased are handled appropriately and sensitively and that funerals are arranged according to departmental procedure.

The post holder will be operating in a highly pressurised environment and is required on occasion to respond to critical incidents where there may be violence and aggression Postholder may need to physically restrain service users and contribute to making safe the situation.

The postholder has responsibility for ensuring the overview of all critical incidents and that these incidents are debriefed. This involves managing staff with conflicting views and/or recovering from the impact of aggression, violence or other stressful situations.

The postholder must be able to work in a complex and unpredictable working environment which is highly regulated and scrutinised within a legislative framework. It requires the confidence and resilience to make the right decisions in crisis or distressing situation, communicating effectively with anxious/distressed service users or carers and the ability to deal with criticism from service users, other professional staff, inspectors and members of the public

Working in a highly scrutinised and politically sensitive environment whereby the impacts of decisions taken may be reflected in the public media.

KNOWLEDGE AND SKILLS

- I. Qualifications required Diploma in Social Work or equivalent
- II. Knowledge of a range of professional approaches to the care of older people with a wide range of physical and mental health conditions
- III. Excellent people management and organisational skills including negotiation, conflict management, and written and verbal communication skills including working with people with communication difficulties.

EXPERIENCE

- Significant experience in a social care setting with a minimum of 4 years as a supervisor in a social care environment
- Experience of managing a large and complex staff group

