

### **JOB DESCRIPTION**

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

### **PURPOSE OF JOB**

To deputise for the Care Home manager as required to:

- Be accountable for the management and effective running of a Care Home for Older People
- Provide leadership within a care home for older people on behalf of the Council, ensuring compliance with statute, regulation and guidance, establishing best practice in meeting the needs of older people in residential care.
- Champion an approach to service delivery that is focussed on individual outcomes for service users, implementing the values and principles of the National Care Standards within the policies and procedures of the City of Edinburgh Council.
- Carry out all duties of Registered Manager as prescribed by the Regulation of Care Act and Adults with Incapacity Act, leading and managing a complex care environment to meet service users need on a daily basis.
- Work with other Council services and partner agencies 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**

Professional Advice and Practice (30%)

Staff Management (35%)

Quality Assurance and Performance Management (30%)

## **JOB ACTIVITIES**

### **Professional Advice and Practice**

- Ensure availability of advice to staff in the Council and other agencies about matters relating to residential care for older people.
- Provide leadership and create a culture and ethos in which the needs of service users are paramount.
- Ensure and be responsible for the safety and care of service users in line with the Departmental Adult Support and Protection Procedures.
- Through effective leadership, ensure the delivery of outcomes-focussed Personal Plans for each service user.
- Ensure and be responsible for Risk Assessment, Care Planning and Review across the care home.
- Be responsible for ensuring the National Care Homes Standards are met.
- Ensure an ongoing comprehensive system of assessment and individual care planning is carried out in the home
- In conjunction with the Care Home Manager be responsible for delivering a robust admission and discharge system which meets service user/carer expectation
- Ensure that service users receive individual support through a named worker system
- Ensure all service users have access to an Independent Advocate as required.
- Be responsible for the management of medicines in the care home and to ensure the requirements of the Department's Policy and Procedures are fully met.
- Maintain effective communication between staff, service users and carer/representative.
- Ensure positive communication and liaison with Social Work and Health practitioners (e.g. STARRT, Practice Teams, LHP staff)
- Ensure that appropriate forums for service user consultation and involvement are set up and monitored
- Be responsible for ensuring that service users and their carers are helped to understand their rights and responsibilities under the Departmental and Care Commission Complaints Procedure.

- Investigate complaints within the timescale as required to ensure a positive response is made to Complaints in accordance with Departmental Policy and Procedure.
- Be responsible for ensuring a programme of meaningful activities is in place for service users.
- Be responsible for complying with all regulatory activity and requirements.
- Contribute to the overall development of Older Peoples Services in Edinburgh
- Take responsibility for increased service demand as a result of growth in users' dependency levels while balancing the immediate and intense requirements to ensure people are discharged from hospital successfully to ensure the prevention and reduction of delayed discharge.
- In conjunction with the Care Home Manager maintain an overview of the assessed and unmet need of individual service users and develop a team plan to meet the need.
- In conjunction with the Care Home Manager develop engagement with staff and stakeholders enabling the implementation of strategies that ensure community needs are addressed appropriately.
- Provide creative solutions in terms of best practice, current initiatives and staff training and advise the department accordingly.

## **Staff Management**

Line manage and support staff across the care home and ensure them ensure that:

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

To directly supervise and support the Team Leaders and Catering Staff.

To support the manager to ensure effective leadership and team building in the care home

To share responsibility with the manager for effective communication within the care home ensuring regular staff meetings are held and recorded

With the manager to be responsible for all staff matters in the care home on a daily basis and to report to the Manager of Change and Development Managers as required.

In conjunction with the Manager/ Business Support Manager be responsible for implementing and maintaining a robust induction process for all new staff and that agency staff receive adequate induction

To be responsible for ensuring a robust programme is in place to deliver supervision and PRD in line with Council Policy

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.

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 in the absence of the manager.

To contribute to the development of the service and any consequent staff requirements

Participate with the recruitment and selection of staff and exercise the duties of the Registered Manager in this regard in the absence of the manager.

To offer placements and supervision to students and modern apprentices and liaise with college staff and City Development.

To ensure that the required supervision is provided for staff undertaking S.V.Q., HNC, Management qualification

To 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.

Ensure regular staff meetings are held and recorded.

To convene and chair meetings (e.g. staff meetings, residents/relatives meetings) as required by the Change and Development Manager

## **Budget and Financial Management**

Be responsible for the day to day management of staff and non-staff resources.

In the absence of the Care Home manager:

- Be accountable for, and maintain oversight of, the management of the allocated budget, ensuring that spend is in line with budget.
- Anticipate any difficulties in meeting targets set within the budget and to report these to the Manager/ Change and Development Manager.
- Maintain a robust system of monitoring and reviewing expenditure
- Use the Frontier budget management system to regularly monitor spend
- Be accountable for all administrative functions with regard to finance, including ordering, invoicing, banking, accounting and information systems
- Be accountable for security in the home

- Be accountable for all fixtures and fittings
- Ensure the fabric of the building is maintained and that faults and maintenance requirements are reported timeously
- Oversee Business Continuity Plan.

### **Quality Assurance and Performance Management**

- Ensure that a good standard of professional practice is maintained across the care home.
- To be responsible for maintaining a Quality Assurance system which reflects the Department's reporting requirements
- 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
- To take responsibility for performance management in the care home and ensure a Performance Management system is in place which reflects Departmental Standards, Performance Indicators and targets
- In the absence of the Care Home Manager to take responsibility for reporting on a range of performance factors in the home (e.g. sickness absence, occupancy levels, service user reviews, supervision)
- Make recommendations for service improvements to the Manager/ Change and Development Manager
- Facilitate and motivate a culture of change and continuous improvement and learning
- Ensure that the care home is managed in partnership and collaboration with services users and carers.
- Work collaboratively with other care home managers and deutes to review, develop and implement service plans to meet the specific outcomes and objectives of the Department.
- To participate and 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.
- 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.
- Collaborate with colleagues to ensure that there is an equitable provision of services across the sectors and city wide service, in line with agreed city wide priorities and framework.

- 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.
- Immediately advise the Manager/ Change and Development Manager of situations that may potentially detract from the Department's reputation. Make recommendations to improve the effectiveness of the service.
- Required to facilitate and motivate the implementation and acceptance of change and continual improvement and learning.

## **SUPERVISION / MANAGEMENT OF PEOPLE**

Responsible for the direct line management and supervision of 3-6 Team Leaders and 1 Senior Cook.

Responsibility for PRD of care workers will be shared with the Team Leaders.

In the absence of the Care Home Manager, to be accountable for the management and performance of 50 - 100 W.T.E. staff comprising, Team Leaders, Care Staff (Day and Night), Ancillary staff, Business Support, Handyman Domestic and Catering.

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

To represent the Care Home Manager as required

## **CREATIVITY AND INNOVATION**

The postholder will be required to take a lead role within the home on key areas (such as dementia, medication, outcomes).

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

Use resources in ways which promote service user choice and independence

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 users experience

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.

Identify partnership or collaborative relationships across functions or within Council.

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 have a direct relation on the reputation of the Council.

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

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

- Service users
- Relatives, carers
- Lawyers
- Social Work Practitioners
- Health Care Practitioners (Hospital and Community)
- Advocacy services
- Care Inspectorate Officers
- Pharmacist
- Departmental Finance/Admin staff
- Workforce Planning
- Senior Managers
- Heads of Service
- H.R. Staff
- Care Home Managers
- Property services

## **SUPERVISION RECEIVED**

Directly supervised by the Care Home Manager. However, the postholder will be expected to work independently for most of the time. They will be expected to recognise and escalate emerging issues and initiate own response to changing demands without prompt or specific instruction.

## **DECISIONS (Discretion)**

Day to day decisions with regard to Service Delivery, Council and Departmental Policy and Procedure and relevant legislation

Required to provide and consider appropriate advice to senior staff in the service to inform operational and strategic decision making.

Monitoring and evaluating service practice and recommending change for the individual unit of responsibility.

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

Decisions regarding health and safety at work

Decisions relating to the assessment and needs of individual service users

With relevant others, deciding on action which might limit the freedom of service users

Approval of spend on local budget and resources (e.g. staff leave, overtime, food, equipment)

Decisions with regard to the deployment of staff within the Care Home.

Decisions with regard to recommendations to provide or withhold service.

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

Responding to and reporting serious situations regarding service users and/or staff

Prioritise conflicting demands and priorities within a complex and highly pressurised environment.

Decisions relating to employee relations including grievance, disciplinary procedures and absence management.

Workload management.

Rely on higher level expertise and experience to make decisions in fast moving situations to avoid crisis.

### **DECISIONS (Consequences)**

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.

As a manager registered with the Care Inspectorate, be responsible for decisions which will impact on the quality of the regulated service.

Budgetary decisions will impact on the care home's ability to meet agreed budgets and targets.

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.

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 depending on the grades.

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

Keeping within allocated budget and resources

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.

Work priorities completed to a satisfactory level and within timescales

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



Decisions taken in relation to 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.

Ensuring compliance with Council HR policies and procedures.

## **RESOURCES**

On a day to day basis the postholder will be responsible for decisions on use of staff and non-staff resources including the security of service users monies held on site – up to £1,000.

Responsible for ensuring secure information relating to service users.

Assist the Care Home Manager with and in the absence of them be responsible for:

- all staffing resources in the care home totalling approximately £1m. (£1.5m for 60 bedded homes)
- all non staff resources (e.g. equipment, furniture, fittings, building, cash) approximately £500,000 on a day to day basis.
- 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, important scrutiny processes and audits.
- all resources used to discharge the service on a day to day basis.

## **ENVIRONMENT**

### **I. Work demands**

The postholder will require to work closely and co-operatively with the Care Home Manager.

The postholder will be required to meet service and legislative requirements whilst dealing with daily demands, conflicting priorities and change.

On daily basis, will deal with arising operational problems, queries and interruptions which require an immediate response.

Meeting deadlines and targets, often to short timescales.

Meeting service requirements, deadlines, pressures with scarce resources

Flexibility to meet service requirements over 7 days e.g. night working if necessary, emergency situations, etc.

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

## **II. Physical**

Frequent use of computer and telephony equipment

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

There may be periods of substantial effort, including lifting, manual handling and personal care of service users 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, from service users.

Exposure to noise, related to the challenging behaviours of individuals. This can often be of a distressing nature.

Exposure to verbal abuse from service users/carers

Exposure to heat in care home.

Occasional involvement in personal care of residents.

Exposure to infection.

Exposure to the distress and problems of others – demands Emotional Resilience.

## **IV. Work context**

The post holder will be operating in a highly pressurised environment.

Demand-led service which is frequently unpredictable

Decision making in crisis or distressing situations

Communication with anxious/distressed service users or carers

Caring for service users with palliative care needs

Dealing with challenging/difficult behaviour

Dealing with criticism from staff, service users, other professionals, members of the public

Complex working environment which includes a multi-faceted procedural and legislative framework

Potential for exposure to infection

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 – SVQIV in Care + P.D.A. or recognised equivalent along with Registered Managers Award - 60 Credits at SCQF level 8 (Leadership Management)

II. Knowledge and skills

- The ageing process and working with older people
- The Regulatory Framework and the National Care Standards
- The legislative framework as it pertains to care homes for Older People.
- Written, verbal and interpersonal skills
- Leadership and team building skills
- Effective problem solving and decision making
- Assessment skills
- Report writing and audit skills
- Ability to prioritise and take decisions about personal time management
- Knowledge of Council and Department policies and procedures
- Managing challenging or conflict situations
- Understanding diversity and equal opportunities
- Understanding of financial control within a care home
- Coaching and mentoring
- I.C.T. skills
- Knowledge of Local and National Strategies for Older People
- Excellent communication skills, including with people with communication difficulties

## **EXPERIENCE**

- Significant practice in a social care setting and a minimum of 4 years as a supervisor in a social care environment
- Dealing with complex staffing situations
- Knowledge of Disciplinary Code and Procedure and SSSC Codes of Practice
- Mediation skills
- Process planning
- Risk Assessment and Risk Management skills