

POST TITLE	HEAD OF SERVICE HOME FIRST COMMUNITY REHABILITATION AND REABLEMENT
DIRECTORATE	HEALTH AND SOCIAL CARE
SERVICE	HOME FIRST AND COMMUNITY SUPPORT
RESPONSIBLE TO	OPERATIONS DIRECTOR
NUMBER OF POST HOLDERS	1
ACTING UP/ SECONDMENT	NO

PURPOSE OF JOB

Lead the implementation of Edinburgh Health and Social Care Partnership's (the Partnership) strategies through management of City of Edinburgh Council (The Council) and NHS Lothian services ensuring all targets are achieved.

Lead the provision of: Council-provided and purchased care at home services, day care for older people and carers support, NHS Home First, Discharge management and community Allied Health Professional services to ensure that the population of Edinburgh receives high quality assessment, care, support and treatment and engage directly with NHS services on the prevention of admission and the facilitation of early discharge from hospital.

Lead the development of strategy and the transformation and integration of these Council and NHS services with a focus on improving quality and safety, maximising rehabilitation and individual capacity and early intervention to reduce future demand on services.

Lead the relationship with statutory and non-statutory partners and commissioned services to shape services to deliver these objectives.

THE WHAT - MAJOR TASKS/JOB ACTIVITIES

Lead and manage development, planning and delivery of city wide health and social care services listed in resources section. The services managed are:

NHS Home First Service

NHS Discharge Hub

NHS Community Therapy Services

CEC provided and purchased Home Care Services

CEC Carers Service

CEC Day Care Services

- Focus on provision of community services in order to provide safe support and care in communities, maximise rehabilitation, prevention of admission to hospital and facilitation of early discharge of patients.
- Lead transformational change within the service and in relationships with other services
- Manage the service's relationship with NHS services within (especially HBCCC and Primary Care) and outside (especially acute and post-acute hospitals) the HSCP.

- Manage the relationship with commissioned providers to deliver outcome focused care and achievement of local and national targets.
- Ensure all national, Edinburgh Integrated Joint Board (EIJB), Council and NHS strategies, initiatives and performance targets are met
- Establish effective systems to monitor, manage and enhance the performance of the service
- Manage all resources available to the service within performance management arrangements, ensuring financial governance and effective budget and information management
- Develop and implement protocols and practices for the effective allocation of resources in the interests of integration of local health and social care services.
- Proactively promote and champion continuous improvement through best value, performance management and evidence-based practice to achieve the Partnership's aims.
- Utilise performance information to support improvements in service delivery and ongoing planning of clinical and social care services.
- In conjunction with the Principal Social Work Officer, Chief Nurse, Chief AHP and Clinical Director, ensure that strong and effective clinical and care governance frameworks are in place.
- Ensure compliance with infection control and environmental standards in NHS and Council premises.
- Fully integrate the service into the clinical / care governance and risk management systems of the Council and NHSL.
- Develop assurance mechanisms to ensure that local procedures for monitoring, reporting, managing and escalating risk issues are robust and applied consistently.
- Responsible for managing and ensuring safety and compliance of registered services which are nationally inspected.
- Mitigate the risk of reputational damage for the Partnership.
- Lead development of the Strategic Service Plan with key stakeholders ensuring the Plan reflects the requirements of the IJB strategic plans for designated pathways/services.
- Take strategic decisions on the development of the service
- Contribute to the development of other services' strategic plans within the HSCP (NHS and Council)
- The post holder will manage a network of complex communications, formal and informal, to achieve objectives, ensuring that colleagues and external stakeholders are informed and involved. There will be significant interaction with NHS Lothian and the wider NHS, Council services, other Partnerships, other Councils
- Lead for The Partnership on involvement and influence in regional and national service planning, policy and strategy development, representing the Partnership on committees and meetings.

Engage with and influence Council Directors, Council Elected Members, Executive Directors of NHS Board, Non-Executive Directors of NHS Board, Acute Hospital management, MSPs and MPs, Universities, Independent Sector, other NHS Boards, other Councils, inspection and regulation bodies in national fora.

THE HOW - KNOWLEDGE AND SKILLS (E.G. CREATIVITY & INNOVATION, CONTACTS & RELATIONSHIPS, DECISION MAKING)

- Masters Degree or equivalent level of training and experience in a healthcare, social care or related environment.
- Recognised Management qualification e.g. MBA or MSc or equivalent evidenced senior management skills.
- Evidence of continuous and recent professional development.
- Understanding and experience of the policy and statutory environment for hospital discharge and care at home services.
- Understanding of integrated working and current social care, primary care and intermediate care agendas. Knowledge and understanding of public sector policy and professional guidelines.
- Significant senior management experience preferably in a leadership role within NHS or a Council involving complex financial, operational and staff management.
- Proven track record of achievement in managing complex service change, leading large scale projects and improvement programmes.
- Successfully lead the development and implementation of cross sector strategic plans.
- Develop, lead and maintain a positive multidisciplinary/agency working relationship.
- Demonstrate leadership behaviours and values.
- Anticipate problems within area of responsibility and identify solutions.
- Make decisions and judgements that are highly complex, conflicting and consist of several components.
- Identify and provide innovative solutions to a variety of complex and multifaceted service and managerial issues, which will enhance services and enable achievement of quality goals and objectives.
- Inform and influence strategy effectively including at national and regional level, in addition to interpretation and implementation.
- Make decisions relating to complex employee relations matters, e.g. leading the reprocurement of service, such as moving services to new sites and dealing with transformational and organisational change.
- Make decisions on the use of resources in the service in order to achieve targets.
- Determine the advice, recommendations and proposals to be presented to Chief Officers, Board members, Elected Members and committees related to policy, service practice and provision for a range of services.

ENVIRONMENT (WORK DEMANDS, PHYSICAL DEMANDS, WORKING CONDITIONS, WORK CONTEXT)

- Operate with significant autonomy to manage and define workload and priorities within the overall objectives set by the Council and NHS Lothian.
- Make complex, contentious decisions and communicate them and manage conflicting information effectively and sensitively.
- Operational matters requiring an immediate response will normally be dealt with by the service managers reporting to this post or service areas with operational responsibility for service delivery.
- Although the post may be exposed to some physical demands, these will be predominantly within the range of normal office based activities.
- Although the post may be exposed to some adverse working conditions, these will be predominantly within the range of normal office based activities.
- Although the post will have some requirement to take care in relation to the working environment, work activities and dealing with people this will not be more than the normal required of a council employee.

- Dealing with conflict, managing complaints and resolving complex service/workforce problems.

SUPERVISION AND MANAGEMENT OF PEOPLE (NUMBERS AND TYPE OF STAFF)

The post-holder will manage services with 750 WTE employees in NHS and CEC and directly manage 7 managers at CEC Grades 10 and 9 and NHS Band 8b and 8a. The services include senior professional roles including Allied Health Professionals and Nursing.

Most posts work directly with clients and patients in care settings. Some management posts will work a hybrid arrangement.

The postholder will manage the complexity of a multi-professional workforce to achieve targets including statutory responsibilities whilst taking account of a range of professional and regulatory organisations and relationships with trade unions.

RESOURCES

The Edinburgh Health and Social Care Partnership has an overall budget of c. £643m. The post-holder will manage a net total budget in the region of £80m. This includes:

HOME 1ST ETC £M	STAFF	NON-STAFF	INCOME	NET TOTAL
CEC	25	49	-3	71
NHS	9	0.5		9.5
TOTAL	34	49.5	-3	80.5

Purchasing budgets for health care, social care and rehabilitation of £50m

The post will be responsible for a range of office equipment and will update and maintain data.

HEALTH AND SAFETY (DO NOT ALTER THE WORDING OF THIS SECTION)

Protecting the health and safety and welfare of our employees, and our third parties including members of the public, contractors, service users and pupils, is the starting point for a forward-thinking Council.

All employees are responsible for:

- Taking care of their own health and safety and welfare, and that of others who may be affected by their actions or omissions;
- Co-operating with management and following instructions, safe systems and procedures;
- Reporting any hazards, damage or defects immediately to their line manager; and
- Reporting any personal injury and work related ill health, and accident or incident (including 'near misses') immediately to their line manager, and assist with any subsequent investigation, including co-operating fully with the provision of witness statements and any other evidence that may be required.

Line managers have additional responsibilities for ensuring all health and safety risks under their management are identified, assessed and controlled, with specialist input from H&S Advisers and others including Occupational Health where required. Where the risks cannot be adequately controlled the activity should not proceed.

Additional information can be found in the [Council Health and Safety Policy](#).

NB: The total length of the JD should be 2 pages. It is therefore important to be concise when summarising the duties and requirements of the post