

1. JOB IDENTIFICATION	
Job Title:	Head of Health and Community Care
Division:	Partnerships
Directorate:	West Dunbartonshire HSCP
Accountable To:	West Dunbartonshire HSCP Chief Officer
2. JOB PURPOSE Responsible for the strategic and operational management of Health and Community Care services within West Dunbartonshire HSCP, across both NHS GG&C and West Dunbartonshire Council. The Head of Health and Community Care will be responsible for staff, budgetary, performance, quality and strategic management of the Health and Community Care remit. This includes a portfolio of Care Inspectorate registered services and community health, social work and social care services. The postholder will be a key member of the HSCP Senior Management team and has significant delegated authority on behalf of the Chief Officer of West Dunbartonshire HSCP. The postholder will work with a wide range of senior management across NHS GG&C, West Dunbartonshire Council and national organisations to lead, coordinate and implement policy within Health and Community Care. He/she will achieve business performance objectives within quality standards and ensure that performance targets and strategic objectives are met such as:- • Deliver Service improvement across Health and Community Care services within NHS GG&C and West Dunbartonshire Council including that of registered care services • Aligning service actions to health improvement and reablement, supporting people to receive care at, and closer to, home • Focus on the health of the population as well as services and ensure that a population perspective is inherent in corporate plans • Delivering quality, effective and responsive personal care and clinical services • Driving externally provided services, quality and priorities • Achieving staff and community influence, engagement and ownership • Influence and drive other local services • Credibility with elected members, professional leads and other stakeholder	
3. ORGANISATIONAL POSITION (Please see Attached)	
4. SCOPE AND RANGE The Health and Community Care portfolio is responsible for bringing together services to deliver integrated health, social work and social care services within West Dunbartonshire HSCP - • Community Nurses (including district nurses) • Primary Care Contractors (GMS, Pharmacy, Dental, and Optometrist) • Local Older People's and Physical Disability Services • The management of long term conditions and chronic disease • Physiotherapy • Dietetics • Community Assessment and Rehabilitation	

- Community Physical Disability Team
- Social Work Assessment and Care Management teams
- Care and support at home through registered care services, reablement and telecare services
- Occupational Therapy and Rehabilitation Sensory Impairment Services
- Supported living services
- Carers Services
- Community Based Respite and Short Breaks
- Day Care Provision

Several of these services are registered with the Care Inspectorate, including residential and respite care, care at home, supported living and day care. The postholder is accountable for ensuring these services meet their registration requirements, the Health and Social Care Standards and the Health and Care (Staffing) (Scotland) Act 2019. The portfolio covers both registered care services and community health, social work and social care services, delivered directly and through commissioned providers.

The Head of Health and Community Care has responsibility for managing and delivering integrated Health and Social Care services. The purpose is to improve the health of the population and close the inequalities gap, and to achieve strong local accountability through involvement of the community, service users, community organisations and local councillors. The postholder is also required to provide a lead general management role and support the HSCP Chief Officer.

Human Resources

Responsible for managing a wide range of clinical and non-clinical staff groups across a range of services within the HSCP, from both NHS GG&C and West Dunbartonshire Council. This key role has leadership and line management responsibilities for staff across a range of departments in accordance with appropriate policies and procedures and the requirements of the Staff Governance standard.

Budget Responsibility

Responsible for management of the range of budgets aligned to the various departments within the Services area. Responsible for budget setting, allocation, financial initiatives including capital spend, saving plans and delivery, and budget monitoring for the areas of responsibility. This is a devolved budget for both NHSGG&C and West Dunbartonshire Council.

The budget brings together NHS and Council funding with different financial rules, timescales and reporting requirements. It covers in-house registered care services, commissioned and purchased care (including care home placements, care at home and Self-directed Support packages) and community health services. Financial planning must take account of demanded and often unpredictable costs, the National Care Home Contract and provider rate uplifts, safe staffing requirements in registered services, income from charging, and the savings and medium-term financial plan agreed by the HSCP Board.

Total HSCP Budget: £225 million

Budget: £58million

Total staffing	Approximately 240 NHS GG&C Approximately 750-800 West Dunbartonshire Council
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Contractors : 75 independent general practitioners

Population : 89,000

5 MAIN DUTIES/RESPONSIBILITIES

1. Responsible for the operational leadership and strategic management across Health and Community Care.
2. Responsible for contribution to the HSCP's Strategic Plan and delivery of that plan as it relates to services within the Health and Community Care portfolio, and working with colleagues to deliver across services boundaries, ensuring targets are set, progress is monitored and corrective action is taken as necessary.
3. Establish an effective management team with appropriate links to organisational structures within and beyond the HSCP
4. Responsible for development of, and implementation of, workforce planning for Health and Community Care services.
5. Ensure the delivery of high quality services which meet required standards of practice and governance including meeting requirements of relevant regulators such as the Care Inspectorate.
6. Assume a substantial role in the senior management team.
7. Ensure that services work effectively with other Council departments and other parts of the NHS, in particular the services relating to unscheduled care.
8. Provide leadership and manage services within policy and performance frameworks established by the parent bodies.
9. Take a lead role in the HSCP for policy, planning and service delivery for specific target groups and functions and act as lead contact with NHS acute colleagues to deliver on the Unscheduled Care agenda, supporting patient flow and access.
10. Ensure that the Codes of Conduct, accountability and principles of Clinical, Corporate and Staff Governance are promoted to ensure required standards are met. Lead and manage staff in accordance with appropriate policies and procedures and the requirements of Staff Governance.
11. Ensure that registered care services meet Care Inspectorate registration conditions and the Health and Social Care Standards, that staff meet SSSC and professional registration requirements, and that improvement plans following inspection are delivered.
12. Ensure that appropriate systems and processes are in place to enable services to meet the requirements of, and demonstrate achievements in Clinical, Corporate and Staff Governance, through monitoring, performance management and evaluation. Ensure these standards are maintained and further developed.
13. Ensure the development of service operational plans are in accordance with the corporate objectives of the HSCP, and monitor performance in accordance with the Performance Assessment Framework, taking appropriate corrective action as necessary.
14. Ensure that effective management and organisational arrangements are in place to implement decisions of the HSCP.
15. Ensure that resources within the service are allocated in accordance with the HSCP's plan and that expenditure is managed within the financial standards of both the NHS and Local Authority.

16. Lead financial planning for the registered care services and community health and social care based services within the portfolio, working with the HSCP Chief Financial Officer to manage demand-led budgets, plan for cost pressures and deliver agreed savings while maintaining safe, high quality services.
17. Establish and implement risk management, ensuring compliance with organisational policy and standard that will ensure a proactive and co-ordinated approach to both clinical and non-clinical risks.
18. Deal with complaints from members of the public.
19. Promote professional and personal development amongst staff by ensuring that effective performance management systems are in place which provide development opportunities, enhance performance motivation, and facilitate skill utilisation and flexibility.
20. Promote and where necessary lead the identification, development and implementation of Service Redesign Projects creating new ways of working or organisation or service change to meet the health needs of the population and to tackle inequalities.
21. Where appropriate deputise for HSCP Chief Officer within departmental and corporate governance structures.

6. SYSTEMS AND EQUIPMENT

The post holder will work with and across a range of equipment and software packages including:-

- Computers (Desktop and Laptop)
- Carefirst
- HR21
- Mobile and landline telephones
- MS Office – Word, excel, access
- E Mail
- Intranet and internet
- Electronic diary management

7. DECISIONS AND JUDGEMENTS

Reporting to the HSCP Chief Officer, the post has a high level of autonomy to deliver Health and Community Care services in the HSCP. This includes strategic leadership for development and delivery of HSCP plan for older people, people with a physical disability, homecare services, residential and registered care services, community health services, palliative care and chronic disease management, assessment and case management services and with a lead responsibility for Delayed Discharges and the Unscheduled Care agenda within the HSCP and with acute colleagues.

Analysis of performance across the range of services managed will require interpretation of a range of data and comparison against organisational objectives and business plan targets. On occasion, there may be conflicting views of this interpretation among the management team and differing views of how issues should be addressed.

Planning and operational decisions are often taken against a background of uncertainty. In addition, these long term plans require consideration of the impact of decisions on the organisation and the anticipation of potential challenges and solutions to these.

Review of performance is undertaken through the HSCP Performance Management systems that includes individual performance review and achievement against organisational objectives

The post holder is guided in the main by broad organisational/occupational policies but in most situations will need to establish the way they are interpreted.

The postholder is a member of the HSCP Senior Management Team reporting directly to the Chief Officer of West Dunbartonshire HSCP

8. COMMUNICATIONS AND RELATIONSHIPS

The post holder is required to communicate highly complex and sensitive issues across the Health and Community Care services structure. Many of the communications may be of a contentious nature and require careful communication and facilitation. This role requires managing communication when major service change is proposed and the use of highly developed communication skills to work collaboratively, for example with staff groups, service users and other stakeholders.

The postholder requires a high level of negotiation skills and the ability to overcome barriers/resistance to change where these exist in order to deliver the range of operational and strategic objectives.

Critical will be the development of relationships with a range of external regulatory and inspection bodies including the Care Inspectorate, SSSC and Healthcare Improvement Scotland. The postholder will ensure the HSCP's registered services are prepared for inspection and that findings and requirements are acted on.

The post holder will be expected to use a range of communications skills and techniques appropriately with the range of people and agencies set out below.

- HSCP Committees and the Integration Joint Board
- Heads of Service
- NHSGGC Directors and General Managers
- Clinicians at all levels and in all Healthcare professions
- Service users and carers
- Colleagues in Clinical Governance, Finance, HR, Planning and Communications
- Internal and External Auditors
- Staff representatives and full time Trade Unions Officials
- Local councillors and other elected representatives
- Local Authority partners
- Other public sector agencies
- Management consultants involved in national or local projects
- Members of the Public
- Other Health Boards

Team working is essential to taking forward the HSCP agenda.

9. PHYSICAL DEMANDS OF THE JOB

This management role requires light physical effort to perform the key tasks listed above. The role is office based, requiring standard keyboard skills.

The Head of Health and Community Care is required to perform analysis of a wide range of performance data and policies and resolve problems that require to be investigated and deal with interruptions that demand an immediate response. Operational and people management issues will form the majority of these problems in this role.

The Head of Health and Community Care is required to deal with discipline and grievance issues among the staff groups managed. There is also a responsibility for dealing with

performance issues when targets have not been met and these need to be addressed.

10. MOST CHALLENGING/DIFFICULT PARTS OF THE JOB

Ensuring service delivery meets demands and client expectations whilst remaining within the financial framework and achieving the quality standards required.

Distilling high volume, highly complex information, including national strategic plans and directives, into coherent and achievable professional and service objectives which support the delivery of national targets and commitments.

Delivering clinical practice developments in the context of an integrated service model. To deliver this requires significant analysis of a range of options and strategic approaches in an environment where there may be differences in opinion and uncertainty in the future needs/demands on the service.

Providing guidance and direction to, and influencing, general managers who have operational responsibility for services and multiple competing priorities, to ensure that professional practice dimensions are effectively addressed across and throughout a complex service development agenda.

Balancing multiple priorities without compromising professional standards.

Planning and managing a budget that combines NHS and Council funding, where demand for care at home, care home placements and community health, social work and social care services is rising and hard to predict, while delivering savings and keeping registered services safe and compliant.

11. KNOWLEDGE, TRAINING AND EXPERIENCE REQUIRED TO DO THE JOB

Educated to Master's Degree level or equivalent, this post requires a seasoned professional senior manager with significant senior management experience, with evidence of managing teams with mixed skills and/or significant relevant management training. The experience would ideally be gained within a large complex, multi-unionised organisation, preferably within the NHS or Public sector with experience of managing and developing community health, social work and social care services, including registered care services.

The postholder will be expected to have developed specialist knowledge over one or more disciplines acquired through a combination of training and experience. This will require the postholder to demonstrate in depth professional knowledge of a number of disciplines e.g. finance, staff management and information systems.

Managerial competencies including excellent team-working and communication skills, written as well as verbal, leadership and organisational skills, commercial awareness, customer focus, diagnostic analytical and planning skills; ability to present to and engage a high level managerial or clinical audience.

A high level of skills in analysis, conceptual thinking, integration of ideas, abstract thinking and creativity.

The ability to develop and maintain effective, positive relationships with key partner organisations providing a positive role model for partnership, relationship and conflict management.

Understanding of the NHS and local authority policy and service agenda in respect of older people, rehabilitation and chronic disease management, and of the legislation and standards governing registered care services and community health, social work and social care services.

Demonstrate capacity to contribute to service planning and development locally and across Greater Glasgow.

WEST DUNBARTONSHIRE HSCP STRUCTURE FOR HEAD OF HEALTH & COMMUNITY CARE

