

**JOB DESCRIPTION**

**Head of Care and Support**

**Job Identification:**

Job Title: Head of Care and Support

Responsible to: Chief Executive

Department: ACCORD Hospice wide

Last Update: August 2022

**Job Purpose:**

The Head of Care and Support role is providing a progressive vision, be inspirational and strategic, through strong leadership across all areas of responsibility. Driving clinical care and support for patients and families in line with the agreed strategic plan, ensuring organisational, local and national policy objectives are achieved.

**The post-holder is responsible for:**

* In conjunction with the Chief Executive (CE) ensure the implementation and ongoing development of the agreed strategic plan, ensuring the ongoing performance of all clinical care, support and quality.
* Making effective contribution to the strategic plan, its development and operational management and of the whole organisation by participating fully as a member of the Senior Leadership Team (SLT)
* Being accountable for ensuring ACCORD Hospice’s clinical care and service provision meets best practice statements, local and national quality standards, adheres to Health Improvement Scotland policies and recognises the expectations of NHS contractors.
* Responsibility for the overall daily management and performance of all clinical (excluding medical staff), educational and clinical governance services, advising and reporting to the Chief Executive.
* Provide strong professional and clinical leadership to all Nursing and Allied Health Professionals, utilising extensive professional knowledge and experience.
* Representing and promoting the best interests of ACCORD Hospice, communicating the values of the Hospice to the local community, Healthcare professionals and general public, raising awareness and promoting services as a leading provider of Specialist Palliative Care.
* Work closely with other palliative care providers, Hospices and stakeholders, both locally and nationally, towards the development of palliative care services in the wider health and social care setting.
* Monitor and support the receipt and progress of referrals to all clinical services, ensuring the accuracy and equity of distribution, towards actions and positive outcomes.
* Developing positive relationships with the Chair and all Trustees, and when necessary, deputising for the Chief Executive.
* The Hospice is required by legislation to be registered with Healthcare Improvement Scotland (HIS) and the Care Inspectorate, ensuring that the legal requirements of the Public Services Reform (Scotland) Act 2010 are fulfilled, providing specialist palliative care for adults.
* To promote best use of resources, ensuring cost-effective use and purchase of supplies and equipment hospice wide.
* The post-holder will support the delivery of and undertake project management (environmental / building changes, service development, etc), if required.

**Dimensions:**

The post-holder will be aware of the clinical service budget and ensure resources meet agreed spend. They will lead and manage approximately 50+ staff within the Inpatient Unit, Community Hub and Bereavement Network and areas that deliver or are linked to clinical services /teams, as indicated below:

ACCORD Hospice: In-patient beds – (8 beds, Consultant led)

Community Orientated Services:

Clinical Nurse Specialists,

Hospice at Home

Physiotherapy,

Occupational Therapy,

Lymphoedema Services,

Patient & Family Support Service (inc. Bereavement Network),

Quality & Practice Development,

Complementary Therapy

Social Work

Outreach Support Services (inc - ACCORD Community Hub)

**Organisational Position:**

Board of Directors

Chief Executive

**Head of Care and Support (this post)**

All clinical staff (except Medical Staff)

# **Strategic responsibilities:**

* To lead the development of the Clinical Strategy for ACCORD Hospice, overseeing the implementation of same within the organisation to achieve strong and sustainable patient focused services in line with local needs and national legislation.
* To lead substantial projects of work, identifying resources and restraints. overseeing timely implementation of agreed objectives, adjusting plans accordingly to ensure quality improvement is embedded into the organisation.
* To lead and participate in ongoing service reviews, supporting the modernisation of roles, to ensure any redesigning of services meets the commissioning needs for Specialist Palliative Care in the future.
* Foster collaborative relationships with other hospices and health and social care services / staff
* Support innovative opportunities for the professional growth of all staff within the clinical teams.

**Clinical Quality: (Patient & Client Care) (Policy & Service Development Implementation)**

* Ensure clinical effectiveness across all clinical services, encouraging integration, innovation and the best use of resources. Working with Medical colleagues and reporting to the CE.
* To work closely with all Team Lead’s to deliver the highest possible standard of clinical care and support for patients and their families
* Ensure a visible, clinical presence throughout the organisation, offering professional advice to patients, carers and other healthcare professionals within and out with ACCORD Hospice.
* Monitor and ensure the highest standard of quality clinical care is demonstrated through accurate record keeping.
* Responsible for ensuring the review and update of all organisational clinical policies, procedures, and guidelines in line with current legislation and professional guidance are reviewed and updated.
* Ensures the hospice meets its statutory duties of appropriate professional regulation checks and ongoing verification checks for all clinical staff.
* Ensure systems are in place that monitor clinical risk management practices. Ensure that robust structures and procedures are in place to promote patient and staff safety.
* Participate within Clinical Governance Committee (CG) and all sub-groups and, responsibility for presenting feedback from all groups to the CG Committee and support the delivery of the Clinical Governance plan.

**Leadership: (Planning & Organisational Skills)**

* Demonstrate strong leadership with managerial support to the multi-dimensional clinical team.
* Act as a positive role model who promotes the organisational values, innovation and excellence.
* Act as an ambassador for the Hospice, locally, regionally and nationally, liaising with key stakeholders and external providers of palliative care, as appropriate, and ensure a high profile of the Hospice strategic direction.
* HoaspiceHhTo directly line-manage the clinical Team Leads.
* Work collaboratively with the clinical Team Leads to ensure that Specialist Palliative Care provision is in accordance with national guidance, Healthcare Improvement Scotland (HIS) Standards and relevant legislation.
* To develop a relationship with the Trustees, communicating and reporting to them as appropriate (reporting / recommending issues relating to the effective delivery of care services and educational activities) and acting for the Chief Executive in that person’s absence.
* Along with the Chief Executive, represent the Hospice by participating in planning and service development with senior managers within local HSCP, NHS GG&C and other organisations as required.

**Management: (Analytical & Judgemental Skills)**

* The post holder formally reports to and agrees yearly objectives with the Chief Executive
* Assess, plan, implement and evaluate changes within the clinical services in collaboration with the CE, Consultants and SLT.
* Supports the effective management of sickness absence across areas of responsibility and ensure safe levels of staff throughout.
* To work closely with the SLT ensuring all clinical staff are recruited, trained, developed, appraised in a way which enables the Hospice to achieve its objectives and realise the full potential of all employees.
* Ensure that inter-departmental communication and positive working relationship are developed, encouraged and maintained.
* To investigate complaints, in accordance with hospice policy, for all clinical concerns. Manage investigations making suggestions and comments to the CE.
* Clinically and professionally responsible to make management decisions daily, analysing and acting on information using advanced and comprehensive knowledge, skills and experience in the speciality. Demonstrate successful clinical outcome measure and performance.
* Make decisions and judgements relating to supply, selection and purchase of agency staff, equipment and maintenance within budgetary constraints. As a member of the senior management team, participate in formal management team meetings and other Hospice governance sub-groups as appropriate, and the updating of the Business Continuity Plan.
* Lead the development of the on-call rota for clinical services.
* Respond to suggestions from staff and colleagues and help to initiate, drive and implement changes, which may lead to improved patient care and staff satisfaction.
* Work is self-generated with high levels of autonomy in order to plan and prioritise workload and continually manage the clinical service on a daily basis.

**Communications and Relationships:**

* This post relies on working closely with a wide variety of staff, stakeholders and volunteers, in particular:
* Chief Executive
* The Hospice Board of Trustees
* Senior Leadership Team/Operational Management Team
* Contemporaries within other Hospices across Scotland

staff and volunteers at all levels across the organisation

* External stakeholders including senior staff within NHS GGC, Renfrewshire HSCP, etc
* Scrutinising Bodies such as Healthcare Improvement Scotland and the Care Inspectorate
* Other heads of service as necessary
* Communicate sensitively and present complex and sensitive/contentious information to a wide range of people including staff, external agencies, patients and the public, whilst promoting an organisational culture that supports clinical engagement in decision making.
* The post holder, inspires, motivates and encourages close working relationships between a wide range of staff from different departments.
* Negotiate and overcome barriers to change to develop services.
* Use tact and diplomacy to motivate staff and others to achieve performance goals, professional, personal and Hospice objectives.
* Networking with other health and social care professionals to influence the inclusion of palliative care within generic services.
* Represent Hospice at national and local groups and local/regional Practice Development meetings – e.g., Human Resource Forum, ECLiHP. Deputise for CE – e.g., PCJPPIG, Older Frail Group, Palliative Care Forum.
* Support the Chief Executive by deputising/attending various meetings both internally & externally – e.g., SLT, Huddle, PCJPPIG, Compassionate Community Action Programme.
* Liaise routinely with all healthcare professionals of all disciplines and at all levels within the organisation at meetings, via telephone, email and face to face.
* Managing / investigating complaints, leading and managing, (sometimes contentious) change and dealing with staff conflict.
* Contributes to discussion and decisions taken at management, and where appropriate, board meetings.
* The post holder produces presentations and reports on a range of complex and potentially contentious issues relating to service delivery.
* To contribute to the development of patient and relative feedback systems and facilitate the involvement of service users in hospice developments in conjunction with the Quality Lead.

**Education / Knowledge:**

* Supports the Quality & Practice Development Lead to determine the clinical education strategy for the clinical workforce including mandatory training requirements by regularly reviewing training needs to ensure a competent and confident workforce, internally and externally.
* Ensure all members of the clinical team are appropriately trained and supporting/ receiving regular education and access to development opportunities
* Demonstrate own personal commitment to lifelong learning undertaking relevant professional development in line with requirement of own professional body and role
* To ensure best practice is shared, learning is applied, and high standards are achieved through promoting, encouraging and supporting evidence-based research / audit activity across the organisation.
* Maintaining up to date knowledge of current National and Government Legislation, including the strategic drivers within palliative care.

**Knowledge, Training & Experience required to undertake this role:**

* First degree in appropriate clinical profession required, with palliative care experience desirable
* Registration with appropriate regulatory body.
* Post Graduate qualification/Master’s degree in relevant subject or evidence of being able to work strategically at Masters Level.
* Excellent interpersonal and communication skills.
* Excellent influencing and negotiating skills.
* Excellent clinical leadership skills.
* Values aligned to ACCORDs

**Equipment & Systems: (Physical Skills)**

* Computer, laptop, printer
* Photocopier
* Telephone / mobile / Page
* Electronic Patient Record (TrakCare)
* Electronic Incident / Risk Management – (Vantage)
* Electronic HR – (BrightHR)
* GDPR – RIDDOR, Caldicott, Healthcare Improvement Scotland
* Familiar with presentation formats – PowerPoint, spreadsheets, publisher, etc
* Driving when required
* Fully aware and comfortable with the use of all clinical equipment utilised within the Hospice.

**Responsibility for Patient / Client Care: (Policy & Service Development implementation)**

* Responsible to the CE for direct delivery of clinical services.
* Accountable to Board of Directors for delivery of care services.
* To ensure and support the delivery of high-quality patient and family care within the Hospice through the continuous development and education of staff and volunteers throughout the organisation which meets local and national strategies.

**Responsibility for Financial and Physical Resources:**

* In conjunction with the Chief Executive and Finance Director, monitor the income and expenditure of all Clinical Services.
* In conjunction with Chief Executive ensure budgets & controls for budgets are managed and maintained in all clinical areas.
* Be an authorising signatory working in accordance with Hospice financial policies and procedures.
* Procure clinical equipment for the Hospice.
* To be responsible for compiling, monitoring and authorising monthly payrolls.
* Monitor sickness absence within all Clinical departments, populating database and creating reports on same.

**Responsibility for Human Resources:**

* Responsible to provide a Human Resource function to all clinical staff including recruitment & retention, induction & development, discipline & grievance handling, sickness absence, manpower planning, training & appraisals.
* Responsibility for ensuring all clinical staff standards of work is appropriate and audited.
* To ensure opportunities to undertake clinical supervision are offered / supported for all clinical staff.

**Responsibility for Information Resources:**

* Ensure staff adhere to patient/client record keeping, confidentiality and storage, which complies with NHS Code of Practice (Scotland) Version 2 Records Management.
* Regularly monitor & update personal details / job requirements of all clinical staff.
* Support the ongoing development & monitoring of electronic patient records.
* Create reports and other relevant documentation in relation to all clinical services.

**Responsibility for Research and Development:**

* Support / ensure R & D remains relevant in the organisation and embedded in the clinical governance agenda and subgroups.
* Actively promote audit and research programmes, and the development and implementation of subsequent action plans.
* Ensure all work undertaken is evidence based and patient centred. Demonstrate the organisation is compliant with regulation, national guidance, standards and policy.

**Freedom to Act – Decisions & Judgements:**

* Responsible to the Chief Executive for the management of Hospice care services.
* Manage workload independently but reports to the Chief Executive.
* The post holder is responsible for interpreting national guidance, implementing organisational clinical policies and for advising the hospice on how to demonstrate compliance with current legislation
* Guided by clearly defined occupational and clinical policies and procedures and specified standards set by Healthcare Improvement Scotland, Care Inspectorate (if required) and NES (Palliative Care).
* The post-holder deals with complex problems and uses professional judgement to devise solutions, manage conflicting views and reconcile inter-professional difficulties to ensure overall satisfactory outcomes for the service.
* The post-holder works autonomously in anticipating problems and finding solutions, considering a range of different often conflicting information.
* Participates in the development and prioritising of long-term strategic plans for the organisation.

**Physical, Mental and Emotional Effort:**

**Physical:**

* Combination of sitting, standing and walking.
* Frequent use of computer and other IT equipment, requiring speed and accuracy.
* Light physical effort for short periods.

**Mental Effort:**

* Prolonged periods of intense concentration required throughout a diverse role
* Concentration required when assessing and supporting staff, volunteers, patients and families.
* Manage unpredictable and competing workload priorities and time constraints to meet the demands of service.
* Concentration required when analysing statistics/information to compile a variety of reports.
* Prolonged concentration may be necessary in the investigation of problems, complaints, analysis of data and performance issues.
* Frequent interruptions throughout working day.
* Ability to critically appraise current research findings
* Ability to interpret national policies and guidelines and retain information
* Ability to communicate information articulately both orally and in writing

**Emotional Effort:**

* Exposure to highly distressing issues relating to specialist palliative care through providing guidance, advice and support to clinical staff working in this field.
* Deal with disciplinary, grievance and complaints from staff and volunteers.
* Concentration required when dealing with complaints, handling staff, patients and family issues and external agencies.
* Meet with bereaved relatives.
* Dealing sensitively with staff at meetings, appraisals or grievances where the environment may be emotive or hostile.
* Self-motivation
* Facilitating professional guidance which is not always readily accepted
* Dealing with complex human resource issues

**Working Conditions:**

* Occasional exposure to verbal/physical aggression.
* Attendance at meetings & events out with normal hours.

**Most Challenging/Difficult parts of the Job:**

* Challenges faced with the changing demands of the service.
* Managing an unpredictable workload daily often with competing and conflicting demands.
* Diversity of a wide range of remits and responsibilities within the post and the knowledge and skills required to efficiently carry these out.
* Maintaining a cohesive and integrated multi-professional team, capable of delivering a specialist service within a challenging and dynamic environment.
* Ensure sustainable capacity for the implementation of change.

**Job Description Agreement:**

A separate job description will need to be signed off by each jobholder to whom the job description applies

*This job description is a general outline of the above post and it is not exhaustive. This job description is subject to periodic review with the post-holder. Duties may change in line with the service changes and of the post-holders own personal development.*

**Job Holder’s Signature:**

**Name:**

**Date:**

**Head of Department Signature:**

**Name:**

**Date:**