

JOB DESCRIPTION

JOB DETAILS	
Job Title	Assistant Director of Health and Social Care
Reports to	Care Group Director – RDUH
	Deputy Director Integrated Adult Social Care - DCC
Band	8c
Department/Directorate	Community

JOB PURPOSE
<p>The post holder will have responsibility for the operational delivery and development of high-quality integrated community health and social care services for a defined geographical area of Devon. Including service redesign to include local development of health and wellbeing teams, integrating with Primary care, the voluntary sector, independent care providers and the wider population. This is a senior leadership role ensuring high standards of leadership and consistent, optimal performance across both Royal Devon University Healthcare NHS Foundation Trust (RDUH) and Devon County Council (DCC).</p> <p>The post holder will work under the direction of the Care Group Director and Deputy Director of Social Care and also act independently, taking timely and key decisions to ensure the operational delivery of the Care Group, leading change and improvement by supporting and influencing clinical, operational and corporate teams.</p> <p>The post holder will provide strong operational leadership within the Care Group, leading and directing a selection of services within the Care Group response to day-to-day operational pressures and will ensure transformative, effective, and efficient delivery of services. The post will support the development and implementation of the Care Group plan which will maintain patient care to the highest levels of safety and quality; ensure efficient use of resources; promote a culture that is progressive and inclusive; meet the objectives contained within the Council and Trust priorities and operational plan.</p> <p>The post holder will work with the Care Group Director and DCC Deputy Director and be responsible for ensuring the delivery and reporting of a range of key performance indicators for RDUH and DCC including service outcomes, financial targets, monitoring, managing and reporting complex hospital discharge performance and oversight of governance within locality teams.</p> <p>The post holder will participate in the designated on-call rotas across RDUH and DCC (depending on experience and following a suitable period of training).</p>

KEY RESULT AREAS/PRINCIPAL DUTIES AND RESPONSIBILITIES
<p>The post holder will provide leadership, and be responsible for developing and delivering the objectives and key performance targets for both RDUH and DCC including financial targets by:</p> <ul style="list-style-type: none"> ➤ Responsible for the effective day to day running, and performance, of the health and social care services. ➤ Contribute to the preparation of performance reports for Care Group Performance Assurance Framework (PAF) meetings, ensuring any actions arising are followed up, delivered and reported on within agreed timeframes. ➤ Ensure accurate reporting of national and local targets that are pertinent to health and social care services, preparing routine and ad-hoc reports on behalf of the Care Group for internal purposes and external agencies. ➤ Engaging, involving and working effectively with a range of partner organisations to support the job purpose (e.g. Primary Care, NHS Trusts, Voluntary sector, District Councils, the general public) ➤ To ensure clear communication and liaison between community-based services, community hospitals and acute services to support the flow of patients/clients within the health and social care system ➤ To strategically and operationally manage a range of care services within an integrated system:

- Integrated health and social care service community health and social care teams supporting older people and younger people with disabilities (excluding adult Mental health)
- Responsibility for working with strategic commissioners in relation to market management and sufficiency in Devon County Council footprint
- Leadership of Care Direct Plus (Eastern and Northern Devon)
- Social care service provision including specific CQC regulated services
- Ensuring statutory responsibilities in relation to Adult Safeguarding are delivered for the Eastern and Northern Devon footprint including leadership of whole service response
- Accountable budget holder for a specified group of multiple services within the Care Group, adhering to the financial orders of both organisations.
- To have overall responsibility for the health and social care workforce to ensure that all staff are appropriately line managed in accordance with the relevant policies of the employing agencies and work in collaboration with relevant professional leads to support best practice.

KEY WORKING RELATIONSHIPS

Dimensions

(Parameters and extent of the post – may include special responsibility)

DCC Budget up to £220m
RDUH Budget up to £40m

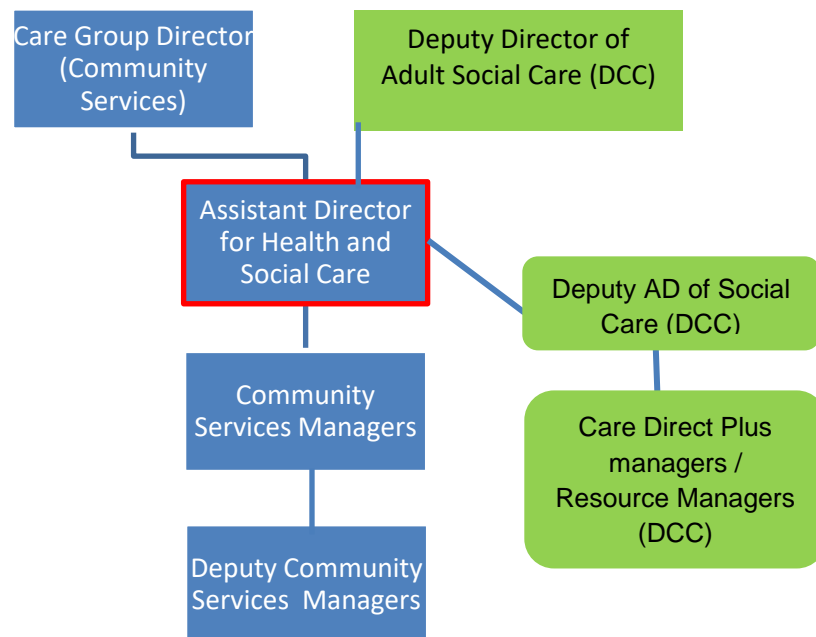
ACS staff up to 700
RDUH staff up to 1000

The post holder is required to deal effectively with staff of all levels throughout the Trust and Council as and when they encounter on a day to day basis.

In addition the post holder will deal with the wider healthcare community, external organisations and the public. This will include verbal, written and electronic media. Of particular importance are working relationships with:

Internal to the Trust / Council	External to the Trust / Council
<ul style="list-style-type: none"> • Care Group Director • Care Group Medical Director • Clinical Directors • Care Group Associate Directors • Heads of Services • Community Services Managers • Deputy Community Services Managers • Director of Operations • Chief Operating Officer • Elected Members • Portfolio holder for Adult Social Care • Corporate Leadership team • Professional practice in DCC • Care Direct Plus Leadership • In house DCC Resource managers 	<ul style="list-style-type: none"> • Director of Adult Social Care • Heads of Service • Senior Commissioning Managers • Trade Unions • Staff • GP's • Primary Care Staff • CCG • Voluntary and Independent Sector providers • Service Users • Carers • Advocates • Patient and Public Fora • Members of the public • MPs • Devon Partnership Trust • Prison and Probation Services

ORGANISATIONAL CHART



FREEDOM TO ACT

- To operate with a high degree of autonomy to deliver within the objectives of both organisations, as specified within agreed objectives.
- This post – as senior role – has authority to make decisions affecting the day to day operation of health and social care services across the defined geographical locality.
- The post holder has authority to take autonomous decisions – within Scheme of Delegation and Trust (RDUH and DCC) policy – in the areas that affect the operational working, and improvement, of services within health and social care services.
- The post holder will interpret national and local health service and social care policy and strategy, supporting the setting of goals and standards with minimal guidelines.

COMMUNICATION/RELATIONSHIP SKILLS

- To represent both RDUH and DCC at appropriate forums, local and regional in order to develop a network of contacts and knowledge to support the design and delivery of service strategies and to promote the organisations.
- To be responsible for communicating highly complex and sensitive information to staff and the public (across multiple services) in relation to service developments. This will include the communication of developments that may not be received positively, for example any service closures or removal of services.
- Convey highly contentious information, where there are significant barriers to acceptance that the postholder will need to overcome. This may be in a hostile and antagonistic environment, and will require the highest level of interpersonal skills and emotional intelligence.
- Negotiate, influence, persuade and reconcile conflicting views in a challenging environment in a manner that ensures credibility and fosters effective & lasting relationships with colleagues, staff, service users and other stakeholders.
- As appropriate, to be responsible for informing Commissioners of service development and performance involving the formal presentation of highly complex service related information to all levels of staff and management within RDUH and DCC.
- To liaise closely with senior commissioners providing them with robust information and evidence in order to influence positive outcomes for provision of Health and Social Care Community Services.
- To ensure that people who use services and their carers are appropriately involved at all stages of service development and delivery.
- To develop strong relationships within the organisation, and the wider system including but not limited to General Practice, Mental Health Services, CCG, the Voluntary and Private Sector in order to ensure that services are developed and delivered in a co-ordinated way that is responsive to need.

ANALYTICAL/JUDGEMENTAL SKILLS

- Daily analysis, interpretation and triangulation of highly complex information (verbal and written), including comparison of options, to inform service decision making in relation to use of resources or impact on patient safety and quality of care provision.
- Report on operational performance within health and social care services.
- Ensure accurate reporting of national and local targets that are pertinent to Health and Social Care Services, preparing routine and ad hoc reports for internal purposes and external agencies.
- Analyse and triangulate available information to improve systems and processes for the services managed, where appropriate identifying areas that require transformational change.
- To provide interpretation and analysis of highly complex policy, guidance and legislation, (working with the senior Care Group team and relevant DCC Practice leads) to ensure best practice and governance requirements are applied locally, responding appropriately to evidenced outcomes, in applying this to service development and delivery.

PLANNING/ORGANISATIONAL SKILLS

- Formulate the long-term strategic plans for health and social care services, within an environment that is uncertain and subject to frequent national and local policy change, having impact across the whole organisation.
- Support the development of the Care Group strategy ensuring RDUH and DCC vision, strategy and values are realised.
- To contribute to the planning of services to meet health and social care needs, identifying best practice and innovative service models to deliver these
- To lead business case development for new services where appropriate

PATIENT/CLIENT CARE

- To work in partnership with the Heads of Care to ensure robust quality assurance of practice in community health and social care services. To manage and deliver, services that meets the needs of local people and that performance standards are met, ensuring that the service is applied to a high standard consistently across the whole of Devon to include the defined geographical area.
- The post holder is accountable for the direct delivery of social care services on behalf of DCC and specified health services within the Care Group. To work with the Care Group Management team to ensure services are delivered to an agreed quality in line with best practice, legal and commissioner specifications
- To develop systems for ensuring that service users and carers are fully involved in all aspects of service development and delivery.
- To ensure safeguarding responses are timely and appropriate when patients and clients are at risk and also to respond effectively to service failures that occur.

POLICY/SERVICE DEVELOPMENT

- Support the development of a culture within the Care Group where safety, quality and excellence are consistently delivered.
- Use best practice and benchmarking– to identify areas to improve quality of care and operational efficiency. Monitor action plans arising from service improvements ensuring targets are achieved.
- Working in partnership with commissioners and other local stakeholders lead the development of and implementation of policy services with the context of National legislation and Policy.

FINANCIAL/PHYSICAL RESOURCES

- To be the responsible budget manager for separate health and social care budget across a complex range of services, as defined by leaders within each organisation.
- Responsible for the achievement of performance targets, leading through a culture of openness & transparency, ensuring that patients interests are at the heart of service delivery.
- Ensure clinical engagement and involvement in the development, delivery and performance of clinical services.
- Ensure the delivery against key performance indicators and performance targets pertaining to services & specialties within the services managed.
- Manage expenditure within allocated budget and delivers against DBV targets, monitoring remedial action plans where required.
- Operate within the Trust's Standing Orders, Council financial regulations, Standing Financial Instructions and Scheme of Delegation (delegated authority limit).
- To contribute to and deliver appropriate financial savings plans for each organisation.

- To ensure that services are delivered to demonstrable Best Value standards within the context of contestability.
- To ensure that services that are micro-commissioned meet demonstrable Best Value standards within the context of contestability.
- To manage contracts for services on behalf of either agency as required.

HUMAN RESOURCES

- To be responsible for a large and diverse staff group across a range of service functions who will currently remain employed by separate organisations.
- To provide leadership and management of the delivery of Integrated Health and Social Care delivery and oversee the management of the services provided by the Health and Social Care Management Teams to ensure that all potential and actual service users receive a consistent and comprehensive service.
- Line management of varied staff groups, ranging from senior operational staff to more junior staff members across a range of staff groups.
- Provide clear and inclusive leadership, demonstrating the ability to lead a large team with compassion, ensuring staff are treated equitably as well as working to ensure services close the health equity gap across patient groups and the local population.
- Foster a coaching approach within the Care Group, & services managed, to ensure it is run effectively and efficiency.
- Identify and nurture leadership potential and talent; supporting staff to participate in Trust and Council talent management programmes.
- Provide strong, clear leadership to Care Group staff, ensuring that all staff within the group are managed in accordance with Trust and Council Policy, they are developed, efficient, effective, engaged, motivated and aware of their personal responsibilities.
- Provide support, through objective setting, appraisal and the agreement of personal development plans to all direct reports.
- Undertake performance & disciplinary investigations & meetings in accordance with Trust and Council Policy(s).
- Provide strong leadership ensuring effective management and performance systems are in place and individuals & teams are aware of their service and personal responsibilities.
- Support the development of high performing teams within the specialities managed & the Care Group who work to key performance indicators and who are held to account for delivery.
- Challenge conventional approaches and drive forward change when needed, demonstrating a commitment to creating a learning organisation culture of continuous improvement.
- Engage in the building of relationships with all internal and external stakeholders.
- Lead by example, role modelling compassionate and inclusive leadership behaviours, building connections across the Care Group and wider organisation, engender a culture that embodies the Trust's values.

INFORMATION RESOURCES

- To utilise performance management information with staff and others as the basis for continuous service improvement.
- To ensure that agreed IT systems are fully implemented and utilised.
- To ensure the development of appropriate systems where gaps exist.
- To work with the Care Group senior team to ensure that clinical governance and other quality assurance systems are in place to ensure patient safety and service quality.

RESEARCH AND DEVELOPMENT

- To support and interpret research in order to inform opportunities for development and improvement to ensure services provided meets and exceeds national standards of performance and innovation.

PHYSICAL SKILLS

- Standard keyboard skills
- Participate in the appropriate level on-call rota
- The postholder will work predominantly within an office environment but will be required to regularly travel as part of their role.

PHYSICAL EFFORT

- Daily use of technology including computer, laptop, iPad and mobile phone.
- Desk/chair based for a large proportion of the day.

<ul style="list-style-type: none"> Travelling to multiple sites across Devon as required by the services.
MENTAL EFFORT
<ul style="list-style-type: none"> There is a frequent required for concentration as the post holder is responsible for a number of complex services the post holder will need to deal with unpredictable situations and frequent interruptions which may need urgent responses. This may include communicating unwelcome or contentious information to key stakeholder, the press and staff. Participation in face to face & MS Teams meetings on a frequently, hourly, basis.
EMOTIONAL EFFORT
<ul style="list-style-type: none"> Occasional exposure to distressing or emotional circumstances when having to impart unwelcome news, this may be as a result of complaints or incident investigation, performance or disciplinary hearings. Oversee investigations – clinical and non-clinical – in accordance with Trust and Council Policy(s). When required meet with patients & carers providing feedback on their experience. Represent the Care Group at patient & public involvement meetings. At any time during the working day, support staff who are experiencing work-based or personal challenges.
WORKING CONDITIONS
<ul style="list-style-type: none"> Regular travel between Trust (RDUH and DCC) sites. Prolonged use of computers on a daily basis.
OTHER RESPONSIBILITIES
<p>Take part in regular performance appraisal.</p> <p>Undertake any training required in order to maintain competency including mandatory training, e.g. Manual Handling</p> <p>Contribute to and work within a safe working environment</p> <p>You are expected to comply with Trust Infection Control Policies and conduct him/herself at all times in such a manner as to minimise the risk of healthcare associated infection</p> <p>As an employee of the Trust and Council, it is a contractual duty that you abide by any relevant code of professional conduct and/or practice applicable to you. A breach of this requirement may result in action being taken against you (in accordance with the Trust's disciplinary policy) up to and including dismissal.</p> <p>You must also take responsibility for your workplace health and wellbeing:</p> <ul style="list-style-type: none"> When required, gain support from Occupational Health, Human Resources or other sources. Familiarise yourself with the health and wellbeing support available from policies and/or Occupational Health. Follow the Trust and Council health and wellbeing vision of healthy body, healthy mind, healthy you. Undertake a Display Screen Equipment assessment (DES) if appropriate to role.
APPLICABLE TO MANAGERS ONLY
<p>Leading the team effectively and supporting their wellbeing by:</p> <ul style="list-style-type: none"> Championing health and wellbeing. Encouraging and support staff engagement in delivery of the service. Encouraging staff to comment on development and delivery of the service. Ensuring during 1:1's / supervision with employees you always check how they are.
DISCLOSURE AND BARRING SERVICE CHECKS
<p>This post has been identified as involving access to vulnerable adults and/or children and in line with Trust and Council policy successful applicants will be required to undertake a Disclosure & Barring Service Disclosure Check.</p>
GENERAL
<p>This is a description of the job as it is now. We periodically examine employees' job descriptions and update them to ensure that they reflect the job as it is then being performed, or to incorporate any changes being proposed. This procedure is conducted by the manager in consultation with the jobholder. You will, therefore, be expected to participate fully in such discussions. We aim to reach</p>

agreement on reasonable changes, but if agreement is not possible, we reserve the right to insist on changes to your job description after consultation with you.

Everyone within the Trust and Council has a responsibility for, and is committed to, safeguarding and promoting the welfare of vulnerable adults, children and young people and for ensuring that they are protected from harm, ensuring that the Trusts Child Protection and Safeguarding Adult policies and procedures are promoted and adhered to by all members of staff.

PERSON SPECIFICATION

Job Title	Assistant Director Health and Social Care
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Requirements	Essential	Desirable
QUALIFICATION/ SPECIAL TRAINING		
Educated to Masters level and/or equivalent relevant professional (operational) experience.	X	
Evidence of management and leadership development geared towards senior posts.	X	
Evidence of continued professional and personal development.	X	
KNOWLEDGE/SKILLS		
Knowledge and operational experience of social care	X	
In depth knowledge of health and social care	X	
Evidence of experience of working at a senior level within the NHS and Local Government.	X	
Extensive knowledge and application of performance management, risk management and governance frameworks.	X	
Demonstrable track record of successful change management achievements associated with business and service improvements.	X	
Strong analytical skills with the ability to analyse, disseminate and present complex information, written and verbal.	X	
Ability to prioritise conflicting agendas and maintain momentum.	X	
Knowledge and understanding of the context of healthcare within the South West and nationally.	X	
IT literate to a high standard with Microsoft products.	X	
Ability to articulate a clear sense of direction and developing operational plans to achieve success.	X	
Evidence of collaborative working with emphasis on empowerment and partnership working.	X	
Capable of analysing or interpreting complex facts and decide on a course of action in situations when there may be a range of expert, conflicting, opinions.	X	
Proven influencing and persuasion.	X	
EXPERIENCE		
Extensive experience in a health or social care organisation and significant experience at a senior management level.	X	
Evidence of working/understanding a devolved management system	X	

Experience of managing integrated services	X	
Proven experience and ability in managing operational performance and delivering high quality services within a complex financial environment.	X	
Experience of managing large resources and budgets, with a proven track record of delivering financial balance, sustainability and value for money.	X	
Evidence of setting, and achieving ambitious, attainable targets.	X	
Evidence of leading and implementing innovative solutions and complex change designed to improve quality and service within tight financial constraints.	X	
Evidence of implementing corporate strategies with a track record of success in delivering against national and local targets.	X	
Experience of improvement measurement systems and understanding of the role of measurement in performance improvement.	X	
Experience of managing large numbers of staff and multi-disciplinary teams.	X	
PERSONAL ATTRIBUTES		
Excellent organisational and time management skills.	X	
Intellectual flexibility, including the ability to understand both operational detail and wider strategic visions and to articulate these to others.	X	
The ability to cope with ambiguity and perform through uncertainty.	X	
Political awareness.	X	
The ability to build successful relationships between and within organisations.	X	
Commitment to public service values.	X	
The ability to inspire others and lead by example, including demonstrable range of leadership styles appropriate to situations.	X	
Exemplary personal integrity and standards of conduct and behaviour.	X	
Personal credibility, with the ability to quickly gain the confidence of others, including clinicians, managers, staff, patients, relatives and users of services.	X	
The ability to compromise, balancing the needs of the care group with those of the Trust, Council and wider system	X	
High levels of personal resilience and tenacity.	X	
OTHER REQUIREMENTS		
The post holder must demonstrate a positive commitment to uphold diversity and equality policies approved by RDUH & DCC	X	
Hold a driving licence / Willing to travel to RDUH & DCC sites across Devon	X	

		FREQUENCY			
		(Rare/ Occasional/ Moderate/ Frequent)			
WORKING CONDITIONS/HAZARDS		R	O	M	F
Hazards/ Risks requiring Immunisation Screening					
Laboratory specimens	N				
Contact with patients	Y				
Exposure Prone Procedures	N				
Blood/body fluids	N				
Laboratory specimens	N				
Hazard/Risks requiring Respiratory Health Surveillance					
Solvents (e.g. toluene, xylene, white spirit, acetone, formaldehyde and ethyl acetate)	N				
Respiratory sensitisers (e.g isocyanates)	N				
Chlorine based cleaning solutions (e.g. Chlorclean, Actichlor, Tristel)	N				
Animals	N				
Cytotoxic drugs	N				
Risks requiring Other Health Surveillance					
Radiation (>6mSv)	N				
Laser (Class 3R, 3B, 4)	N				
Dusty environment (>4mg/m3)	N				
Noise (over 80dBA)	N				
Hand held vibration tools (=>2.5 m/s2)	N				
Other General Hazards/ Risks					
VDU use (> 1 hour daily)	Y				X
Heavy manual handling (>10kg)	N				
Driving	Y			X	
Food handling	N				
Night working	Y		X		
Electrical work	N				
Physical Effort	Y		Y		
Mental Effort	Y				X
Emotional Effort	Y				X
Working in isolation	X				
Challenging behaviour	Y		X		