

JOB DESCRIPTION

| JOB DETAILS | |
|-------------------------------|--|
| Job Title | Head of Therapies (CSS) |
| Reports to | Care Group Director (operational) Director of Patient Care (professional) |
| Band | Band 8c |
| Department/Directorate | Clinical and Specialist Services Care Group (CSS) |

| JOB PURPOSE |
|--|
| <p>The Head of Therapies is a senior professional and leadership role ensuring high standards of professionalism, leadership and consistent, optimal performance across therapy services in the Care Group.</p> <p>The Head of Therapies works with the therapy specialty leads – nutrition and dietetics, occupational therapy, speech and language therapy, and physiotherapy - to provide strategic, professional and operational leadership and direction to the therapy services within the Clinical Specialist Services Care Group. They will be responsible for the effectiveness of services, ensuring the delivery of evidence-based, modern, innovative, cost effective and patient centred services which meet national and local targets, deliver best quality patient experience and is within financial controls and targets.</p> <p>Acting independently the post holder will provide strong operational add and professional leadership to therapy services, overseeing and directing service response to day-to-day site operational pressures, ensuring transformative, effective, and efficient delivery of Trust services. The post holder will also provide professional leadership to therapists in other Care Groups as required e.g. orthopaedic ESPs in the Surgery Care Group .</p> <p>The Head of Therapies 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 Trust priorities and operational plan.</p> <p>Working with the Care Group senior leadership team be responsible for ensuring the delivery, and reporting, of a range of key performance indicators relating – but not limited to - urgent and emergency care, elective care including referral to treatment times, financial performance and Delivering Best Value programme.</p> <p>The post holder is professionally responsible, and accountable, to the Chief Nurse for supporting the delivery of the quality agenda and patient safety strategy; the professional leadership of Care Group therapy services and for supporting the delivery of effective professional practice in accordance with statutory, professional and clinical governance requirements. The post holder will support the Chief Nurse, and key committees, on all aspects of professional practice relating to Therapy services and provide professional advice directly to the Chief Nurse on Therapy related matters and strategic development of services. On behalf of the Chief Nurse the post holder will take a strategic or operational lead in managing programmes of work that may or may not be therapy based.</p> <p>The post holder will take a lead role in representing the Therapy professions, and the Care Group, on internal and appropriate external meetings.</p> <p>The post holder will participate in the designated on-call rota (depending on experience and following a suitable period of training), taking overall responsibility for the site out of hours including at major incident status.</p> <p>The post holder must have HCPC Registration.</p> |

KEY RESULT AREAS/PRINCIPAL DUTIES AND RESPONSIBILITIES

- Responsible, for the effective day to day running, and performance, of the therapy services within the Clinical Specialist Services Care Group (CSS).
- To ensure that all Therapy practice is provided within legal, professional and ethical boundaries as laid down by the Professional Bodies and the Health and Care Professions Council.
- To ensure high quality, evidenced based, integrated and innovative approaches to service delivery and service development are established to deliver safe and comprehensive delivery of services in order to meet the Trust Clinical Safety Strategy and the needs of Trust in providing acute care, rehabilitation and out-patient services.
- Support governance – clinical and non-clinical – activities to ensure they are embedded within therapies and Clinical Specialist Services Care Group and that all staff understand their responsibilities for service quality and patient safety.
- Support the Care Group in contributing to the development of the Trust Strategy and Clinical Strategy, ensuring input from clinical and non-clinical staff into the process.
- To provide professional advice to the Care Group Director, senior leadership team, clinicians and other Senior Managers within the Trust regarding therapy services.
- Accountable for therapies for leading operational performance delivery of key performance indicators including high quality patient care; robust clinical governance; patient safety and clinical quality; sustainability and operational targets contributing to Care Group and Trust continued improved performance. Work with colleagues in corporate teams to ensure data availability, improved data accuracy and effective reporting.
- Accountable for therapies for the preparation of performance reports for Care Group Performance Assessment Framework (PAF) meetings, ensuring any actions arising are followed up, delivered and reported on within agreed timeframes.
- Support the delivery of Care Group commissioned activity levels, financial performance and DVB targets.
- Accountable budget holder for a specified group of services within the Care Group, budget range £1m - £25m.
- Take autonomous decisions – within Scheme of Delegation and Trust policy - in the areas that affect the operational working, and improvement, of acute therapy services.
- Participate on the designated on-call rota.

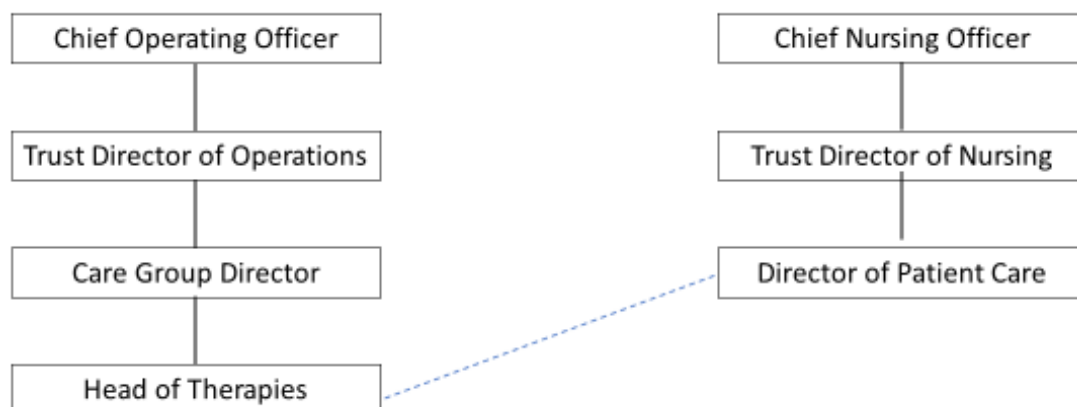
KEY WORKING RELATIONSHIPS

Areas of Responsibility:

- To lead and work with staff – clinical and non-clinical - of all levels, more particularly those therapies on a day to day basis within the Care Group and other Care Groups e.g. ESPs/APs in Surgery.
- To lead for therapies on, effective communication and engagement with other Care Groups, corporate teams and their staff to ensure a co-ordinated approach to service development, transformation and delivery.
- To work closely with corporate service departments, including Finance, Business Intelligence, Clinical Digital Services (EPIC) and People to ensure accurate reporting of therapies Performance and that remedial action is taken to improve performance where necessary.
- In addition, the post holder may be required to deal with the wider healthcare community, external organisations and the public. This will include verbal, written and electronic media.

| Internal to the Trust | External to the Trust |
|--|---|
| <ul style="list-style-type: none"> • Chief Operating Officer • Trust Directors of Operations • Trust Medical Directors • Trust Directors of Nursing • Care Group Director(s) • Care Group Medical Director(s) • Care Group Director and Associate Director of Patient Care • Heads of Services • Patient Safety Leads • Clinical Staff of all grades • Own and other services, units, wards and teams • multidisciplinary teams • Executive Directors • Non-executive Directors • Corporate Teams | <ul style="list-style-type: none"> • CQC • Commissioners/ICS • Primary Care Teams • Other Trusts in local economy • NHS England • Patients and relatives • Local authority • Public and Patient Involvement Fora • Public and Patient Engagement Groups • Voluntary organisations |

STRUCTURE



FREEDOM TO ACT

- The Head of Therapies has authority to take autonomous decisions – within Scheme of Delegation and Trust policy - in the areas that affect the operational working, and improvement, of services within CSS therapies.
- Outside of delegated authority, or Trust Policy, authorisation will be sought from Care Group Director, Trust Directors, Executive Directors, Operations Board(s) or Trust Delivery Group – delegated financial limits apply.
- Leading, as directed by the Chief Nursing Officer on Trust-wide AHP priorities or programmes of work.
- The Head of Therapies will interpret national and local health service policy and strategy, supporting the setting of goals and standards for therapy services in the CSS Care Group within minimal guidelines.
- Work independently, with responsibility for ensuring legislation is appropriately implemented within therapies.
- Interpret changes to national and professional policy(s) for other staff within therapies.
- As a member of the designated on-call rota the postholder has authority to take autonomous decisions on use of financial and human (staffing) resources out of hours.

COMMUNICATION/RELATIONSHIP SKILLS

- Provide and receive highly complex and sensitive information with respect to professional and operational matters pertaining to therapy services.
- Communicate and work, at senior level, with Care Group Directors, Executive Directors, Trust Directors and Corporate leads.
- Present highly complex information at senior – sometimes Executive - level and external to the organisation.
- Present highly complex information in a manner that is applicable to all levels and disciplines within therapy services.
- Working collaboratively with senior operational and professional practice colleagues to lead on the delivery of efficient, quality Therapy services within CSS Care Group by providing significant challenge and support within teams and divisions to help them deliver this agenda, developing improvement plans where gaps are identified.
- Responsible for raising of awareness of, and championing, the unique contribution that Therapy services can make when designing, planning and delivering wide ranging services.
- Develop effective partnerships with other Care Groups, clinical and corporate teams and external stakeholders in order to develop and implement the Trust strategy and Patient Safety Strategy and operational working.
- Ensure an open, engaged and performance driven culture within therapies.
- Support the implementation of mechanisms that facilitate open discussion leading to sound, co-ordinated management of services and areas within the Care Group.
- 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 and lasting relationships with colleagues, staff, service users and other stakeholders.
- Support the development of clinical leadership and all staff engagement within therapies.

- Develop networks and working relationships with local agencies in order support improvements in service provision and best practice within therapies, the Care Group and Trust.

ANALYTICAL/JUDGEMENTAL SKILLS

- Daily analysis, interpretation and triangulation of highly complex information (verbal or written), including comparison of options, to inform service decision making in relation to use of resources, professional practice or impact on patient safety and quality of care provision.
- Manage, and report, on operational performance within therapy services. Working with colleagues in corporate teams to ensure data availability, improved data accuracy and effective reporting.
- Prepare performance reports for Therapies as part of the Care Group Performance Assessment Framework (PAF) meetings, ensuring any actions arising are followed up and reported on within agreed timeframes.
- Ensure accurate reporting of national and local targets that are pertinent to therapies, overseeing the preparation routine and ad-hoc reports on behalf of the Care Group for internal purposes and external agencies.
- Ensure services analyse and triangulates available information to improve systems and processes, where appropriate identifying areas that require transformational change.

PLANNING/ORGANISATIONAL SKILLS

- Work with the Care Group Director to formulate the long-term strategic plans for therapies - with input from clinical and non-clinical staff - 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 the contribution of therapy service is recognised and the Trust vision, strategy and values are realised.
- Ensure therapy services comply with the prescribed business planning process, delivering on-going professional and service developments and the Trust strategy and priorities.
- Working with Care Group Triumvirate and corporate teams, translate the Trust strategy and corporate objectives into therapy service action plans and budgets as part of the planning process.
- Undertake annual workforce planning for therapy services that feeds into Care Group and Professional Workforce Strategies.
- Responsible for ensuring therapy services meet the timelines for production of external – for example CQC, NHSE, ICB – reports.
- Responsible for ensuring therapy services meet the timelines for production of PAF reports and delivery of actions arising from PAF meetings.
- Ensure the therapy services winter (capacity) plan supports that of the Care Group and Trust, whole system working and smooth operational delivery across the period.
- Working with the Care Group Director ensure therapy services have robust, and tested, Business Continuity Plans that comply with national requirements and that consider the needs of the organisation and its staff.
- Deliver outputs within agreed time frames.

PATIENT/CLIENT CARE

- Ensure that the principles of patient, carer and public involved are adhered to across the Care Group in line with Section 22 of the Health and Social Care Act 2001 and the relevant Trust Policies.
- The Head of Therapies will work with the relevant corporate teams to ensure services act on feedback from patients, carers and service users.
- Ensure high quality, evidenced based and innovative approaches to service delivery and service development are established, to deliver safe and comprehensive services, placing patients at the heart of all decision making and ensuring operational targets and professional standards are met.

POLICY/SERVICE DEVELOPMENT

- Support the development of a culture within therapies, and the Care Group, where safety, quality and excellence are consistently delivered.
- Ensure therapy service uses best practice and benchmarking – such as professional practice guidelines, Model Hospital and GIRFT – to identify areas to improve quality of care and operational efficiency. Monitor action plans arising from service improvements ensuring targets are achieved.
- The post holder has service and professional responsibility for major professional and policy implementation and professional, policy or service development.
- Ensure therapy services are able to access local and corporate resources and facilities to plan future evidence-based service developments and implementation of change.
- Oversee, ensuring pertinent and accurate data and professional standards are included in, the development of business cases for service developments prior to presentation at Care Group Board, Operations Board(s) and Trust Delivery Group (TDG).

FINANCIAL/PHYSICAL RESOURCES

- Responsible for maintaining high professional standards within therapy services.
- Responsible for the achievement of performance targets, leading through a culture of openness and transparency, ensuring that patients interests are at the heart of service delivery.
- Ensure the highest level of clinical engagement and involvement in the development, delivery and performance of clinical services.
- Ensure the delivery against key performance indicators and performance targets within therapy services.
- Working with corporate teams ensure there is a comprehensive data set and report available for therapy services to the Care Group Performance Assessment Framework (PAF) meeting and that any action plans arising are monitored and reported against at future meetings.
- Accountable budget holder for therapy services: budget ranging from £1m to £25m.
- Responsible for budget setting for therapy services.
- Working with the Care Group Director ensure therapies manage its expenditure within allocated budget and delivers against DBV targets, monitoring remedial action plans where required.
- Operate within the Trust's Standing Orders, Standing Financial Instructions and Scheme of Delegation (delegated authority limit).

HUMAN RESOURCES

- As Head of Therapies be responsible for staff within a range of therapy services in CSS Care Group - whole time equivalents (wte) ranging from 25 to 1000 wte.
- Accountable for maintaining high standards of clinical practice and the training and development of registered and non-registered staff.
- Line management of professional (registered and unregistered) and operational staff groups, ranging from senior clinical and operational staff to more junior staff members in therapies.
- Provide clear and inclusive leadership, demonstrating the ability to lead a large team with professionalism and 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.
- To ensure patients receive safe, effective, up-to-date interventions by identifying staff development needs. Foster a coaching approach within therapies, and the Care Group, to ensure it is run effectively and efficiency.
- Identify and nurture leadership potential and talent; supporting staff to participate in professional development and Trust talent management programmes.
- Provide strong, clear leadership to therapies staff, ensuring that all staff are managed in accordance with Trust 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.
- Provide strong leadership ensuring effective management and performance systems are in place and individuals and teams are aware of their service and personal responsibilities.
- To lead on investigations relating to the competence or professional conduct of staff working within the therapy services and to be the Care Group therapy representative for the HCPC with regards to Fitness to Practice and re-registration.
- Lead and manage HCPC Fitness to Practice referrals, systems and processes.
- Undertake performance and disciplinary investigations and meetings in accordance with Trust Policy(s).
- Support the development of high performing teams within the services managed and 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.
- Undertake performance and disciplinary hearings in accordance with Trust Policy(s).

INFORMATION RESOURCES

- Work with the Contracting, Clinical Coding, Clinical Digital (EPIC) and BI Teams to ensure accurate data collection – modifying clinical and operational systems and processes where necessary - within therapy services which can be utilised for internal and external reporting.
- Identify areas where the EPIC system can be optimised to improve data capture and reporting, work with the EPIC team to ensure this is delivered within available resources.
- Use standard software and EPIC reporting tools and dashboards to analyse operational performance.

RESEARCH AND DEVELOPMENT

The post holder will be responsible for leading Therapy participation in research programmes and complex clinical audits, overseeing the implementation of change in clinical practice, and providing senior challenge to monitoring, evaluation and remedial action.

The post holder will act in an advisory/collaborative role with all senior members of the multi-professional team and co-ordinate project work, research, audit and developments disseminating learning and actions from programmes and projects.

PHYSICAL SKILLS

- Standard keyboard skills.
- Participate in the appropriate level on-call rota.
- Ability to travel between Trust sites, as the role of Head of Therapies is Trust wide.
- Use of Microsoft applications.

PHYSICAL EFFORT

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

MENTAL EFFORT

- Frequent and prolonged concentration, whilst undertaking data analysis; producing and reviewing reports and business cases; chairing or participating in meetings and hearings.
- Participation in face to face and MS Teams meetings on a frequently, hourly, basis.
- Ability to concentrate for long periods of time.
- Analysis and interpretation of complex data sets to inform decision making.

EMOTIONAL EFFORT

- Frequent 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 Policy(s).
- When required meet with patients and carers providing feedback on their experience.
- Represent the Care Group at patient and public involvement meetings.
- At any time during the working day, support staff who are experiencing work-based or personal challenges.

WORKING CONDITIONS

- Regular travel between Trust sites.
- Prolonged use of computers on a daily basis.

OTHER RESPONSIBILITIES

Take part in regular performance appraisal.

Undertake any training required in order to maintain competency including mandatory training, e.g. Manual Handling

Contribute to and work within a safe working environment

You are expected to comply with Trust Infection Control Policies and conduct yourself at all times in such a manner as to minimise the risk of healthcare associated infection

As an employee of the Trust, 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.

You must also take responsibility for your workplace health and wellbeing:

- 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's 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

Leading the team effectively and supporting their wellbeing by:

- 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

This post has been identified as involving access to vulnerable adults and/or children and in line with Trust policy successful applicants will be required to undertake a Disclosure and Barring Service Disclosure Check.

GENERAL

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 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 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

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| Job Title | Head of Therapies (CSS) |
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| Requirements | Essential | Desirable |
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| QUALIFICATION/ SPECIAL TRAINING Educated to Masters level and/or equivalent relevant professional (operational) experience. HCPC Registered Evidence of management and leadership development geared towards senior posts Evidence of continued professional and personal development. | ✓ ✓ ✓ ✓ | |
| KNOWLEDGE/SKILLS Evidence of experience of working at a senior level within the NHS. Knowledge and application of performance management, risk management and governance frameworks. Demonstrable track record of successful change management achievements associated with business and service improvements. Strong analytical skills with the ability to analyse, disseminate and present complex information, written and verbal. Ability to prioritise conflicting agendas and maintain momentum. Knowledge and understanding of the context of healthcare within the South West and nationally. IT literate to a high standard within Microsoft products. Ability to articulate a clear sense of direction and developing operational plans to achieve success. Evidence of collaborative working with emphasis on empowerment and partnership working. 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. Proven influencing and persuasion. | ✓ ✓ ✓ ✓ ✓ ✓ ✓ ✓ ✓ ✓ ✓ ✓ | |
| EXPERIENCE Proven experience and ability in managing professional and operational performance and delivering high quality services within a complex financial environment. Experience of managing large resources and budgets, with a proven track record of delivering financial balance, sustainability and value for money. Evidence of setting, and achieving ambitious, attainable targets. Evidence of leading and implementing innovative solutions and complex change designed to improve quality and service within tight financial constraints. Evidence of implementing corporate strategies with a track record of success in delivering against national and local targets. | ✓ ✓ ✓ ✓ ✓ | |

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| Wide-ranging senior operational managerial and leadership experience within an acute healthcare setting. | ✓ | |
| Experience of improvement – including quality - measurement systems and understanding of the role of measurement in performance improvement. | ✓ | |
| Experience of managing large numbers of staff and multi-disciplinary teams. | ✓ | |
| PERSONAL ATTRIBUTES | | |
| Excellent organisational and time management skills. | ✓ | |
| Intellectual flexibility, including the ability to understand both operational detail and wider strategic visions and to articulate these to others. | ✓ | |
| The ability to cope with ambiguity and perform through uncertainty. | ✓ | |
| Political awareness. | ✓ | |
| The ability to build successful relationships between and within organisations. | ✓ | |
| Commitment to public service values. | ✓ | |
| The ability to inspire others and lead by example, including demonstrable range of leadership styles appropriate to situations. | ✓ | |
| Exemplary personal integrity and standards of conduct and behaviour. | ✓ | |
| Personal credibility, with the ability to quickly gain the confidence of others, including clinicians, managers, staff, patients, relatives and users of services. | ✓ | |
| The ability to compromise, balancing the needs of the care group with those of the Trust and wider system | ✓ | |
| High levels of personal resilience and tenacity. | ✓ | |
| OTHER REQUIREMENTS | | |
| The post holder must demonstrate a positive commitment to uphold diversity and equality policies approved by the Trust. | ✓ | |
| Ability to travel to other locations as required. | ✓ | |

| WORKING CONDITIONS/HAZARDS | | FREQUENCY (Rare/ Occasional/ Moderate/ Frequent) | | | |
|--|---|--|---|---|---|
| | | 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 | X | | | |
| Mental Effort | Y | | | | X |
| Emotional Effort | Y | | | | X |
| Working in isolation | N | | | | |
| Challenging behaviour | Y | | X | | |