



## Royal Hospital for Neuro-disability Job Description

<b>Job title:</b>	Head of Services
<b>Department:</b>	Service Delivery
<b>Salary grade:</b>	8c equivalent
<b>Responsible to:</b>	Director of Service Delivery
<b>Responsible for:</b>	Managing services
<b>Behavioural Framework:</b>	RHN Leadership Level 2

The Royal Hospital for Neuro-disability (RHN) is a leading national centre of excellence, providing adult person-centred services that span the entire care pathway from post-acute rehabilitation services to end of life care, for people with complex neuro-disability. Delivery of care is underpinned by a strong research and education programme. Our purpose is to enable the best quality of life for people living with complex and severe neurological disability.

### Scope

The Head of Services will lead and inspire multi-disciplinary teams to deliver high quality evidence based clinical pathways ensuring robust processes are in place to manage and measure outcomes and performance.

Reporting to the Director of Service Delivery, the post-holder will provide operational leadership and management across the full range of services provided at the RHN.

The post holder will have direct responsibility for optimising occupancy across all service areas through efficient and effective admission, transfer and discharge processes and leadership of the clinical admissions and discharge co-ordinator team.

Developing strong links with commissioners and other external stakeholders, the post holder will ensure a positive external profile of the services at the RHN, seeking opportunities for collaborative working and strategic opportunities for service developments.

Person centred quality of care, safety and clinical outcomes with meaningful patient and resident involvement are expected to be at the centre of all aspects of operational management.

### Main Objectives of the Role

- To provide effective leadership, operational management and strategic direction for the services
  - a. Brain Injury Service (Level 1 Rehabilitation)
  - b. Augmentive and Alternative Communication (AAC) service (Compass)
  - c. Ventilation service
  - d. Neuro-behavioural services
  - e. Young adults service

- f. Specialist Nursing Home Service
- g. Leisure and Family Services (including volunteers)
- h. Wheelchair Services

- To sustain a person-centred culture and ensure delivery of consistent high quality care
- To have responsibility and accountability for the effective management of the financial resources of the services and to maximise the financial performance of the services
- To be accountable for the services in achieving compliance with internal and external performance standards and measures
- To ensure stream-lined, efficient and effective admission ,transfer and discharge processes are in place to meet agreed bed occupancy targets
- To support and work with clinicians to drive service improvements in efficiency and clinical outcomes.
- To build and develop links with appropriate external stakeholders and contribute to the overall marketing strategy of the RHN services
- To contribute to the strategic planning of the services and business development opportunities
- To ensure appropriate business continuity plans are in place
- To ensure the RHN vision, values and strategic plans are integrated in to the services and that job planning and staff appraisals reflect these priorities
- To be a proactive member of Operational Management Committee team and lead agreed projects and tasks as required

## **Key Responsibilities**

### **Leadership**

- To lead and inspire teams across the RHN enabling local teams to maximise their potential, through visible leadership, coaching, support and guidance.
- Promote and embody the values of the organisation
  - Seeing the whole person
  - Willingness to learn
  - Delivering on promises
  - Honesty and integrity
- Maintain a positive attitude with a strong commitment to continuous improvement.

### **Clinical Services**

- Ensure robust service plans are in place with clear objectives that are delivered to meet commissioning and organisational requirements e.g. CQC, UKROC, contractual and organisational KPIs.
- Work in collaboration with other Senior Managers (e.g. Nursing, Therapy , Contract Management, Finance, Estates, Facilities, Human Resources, Learning & Development, Fundraising ) to ensure the integration of services and effective delivery across the patient pathway.
- Ensure that effective partnerships are established with service users, families/carers so that they are engaged in service design and review.
- Ensure a focus on patient safety and quality, delivering person-centred care.

- Ensure that the services are regularly reviewed and that a culture of innovation and productive working is encouraged and embedded throughout.
- Ensure policies and procedures and governance are in place to cover services across the RHN.
- Maintain standards of practice according to the employer and any regulating bodies.
- Ensure that staff record minimum data sets and report all information required.
- Ensuring that all reports required nationally, regionally and locally are produced and submitted on time.

### **Service Development**

- Support the Director of Service Delivery in the strategic planning for the services.
- Ensure a culture of service improvement and redesign to develop existing services and new ways of working to drive improvements in quality, efficiency and to develop best practice.
- Ensure the services respond to new evidence, best practice or guidelines as they are published.
- Work with Marketing and Communications to promote and market services to current and potential customers.
- Contribute to the identification of new business opportunities arising within the current service offer or expansion of services or market share.
- Ensuring learning from complaints, incidents or patient and family feedback is built into development plans for the services.
- Lead on designated projects e.g. Capital refurbishments

### **Workforce Development**

- Appraise and support the development of Admission and Discharge Co-ordination team, Compass Team, Wheelchair Team, Leisure & Family Services Team
- Work in partnership with the RHN's Learning and Development service in identifying the training and development needs to deliver service plans, promoting continuous development in the workplace
- Ensure the services offer opportunities for learning and development to support recruitment and retention
- Create opportunities and innovations to advance patient services

### **Managerial**

- Responsible for all managerial aspects of the service including business continuity plans, budgets, delivery against cost improvement programmes and financial arrangements of the services.
- Ensure the governance arrangements for the services are in line with regulatory requirements
- Ensure clinical and information governance standards are met.
- Maintain up-to-date knowledge of legislation, national and local policies and procedures in relation to rehabilitation services and disseminating to relevant members of staff.
- Deputise for the Director of Service Delivery and represent the organisation, as required.

### **General**

- Participate in the senior manager on-call rota.
- Take responsibility for own health and safety and the health and safety of colleagues, patients, relatives and the general public.
- Responsibility to ensure that legal obligations regarding information which is processed for both patients and staff is kept accurate, confidential, secure and in line with the Data Protection Act (1998) and Security and Confidentiality Policies.

**Person Specification:**

	<b>Essential</b>	<b>Desirable</b>	<b>How and When Tested?</b>
<b>Education / Qualifications</b>	<p>Degree level healthcare professional qualification</p> <p>Evidence of post graduate Leadership Development.</p> <p>Post graduate management qualification to masters or equivalent and/or proven ability to perform at senior management level</p> <p>Evidence of Continuous Professional Development (CIPD)</p>	<p>Project Management qualification or experience of managing projects</p> <p>Experience of using and analysing Power BI reports</p>	<p>Application form</p> <p>Certificates</p>
<b>Skills/Abilities</b>	<p>Strong Leadership Skills</p> <p>Excellent communication skills including presentation skills</p> <p>Analytical, Problem Solving and Organisational Management Skills</p> <p>Ability to manage competing priorities and deliver to deadlines</p> <p>Commercial Awareness</p>	<p>Independent Sector Experience</p>	<p>Application form</p> <p>Interview</p> <p>References</p>
<b>Experience</b>	<p>Experience of managing clinical services and leading a multi-disciplinary team</p> <p>Evidence of leading service improvement and improving efficiencies.</p> <p>Experience of demonstrating value based outcomes</p> <p>Significant management and professional experience</p> <p>Experience of building personal and professional</p>	<p>Experience of building strong relationships with commissioners</p> <p>Clinical expertise in relevant field</p> <p>Marketing experience</p>	<p>Application form</p> <p>Interview</p> <p>References</p>

	<p>credibility with management and clinical teams and staff</p> <p>Budgetary and financial management experience</p> <p>Experience of business continuity planning</p>		
<b>Knowledge</b>	<p>Up to date knowledge of all aspects of CQC framework</p> <p>Knowledge of NHS commissioning and funding flows</p> <p>Knowledge of clinical and corporate governance</p> <p>Professional standards of practise and behaviours</p> <p>Understanding of the principles of safeguarding</p>	<p>Insight into best practice models for neuro-rehabilitation</p> <p>Knowledge of British Society of Rehabilitation Medicine standards and guidelines</p>	<p>Application form</p> <p>Interview</p> <p>References</p>
<b>Other Requirements</b>	<p>Able to inspire staff at all levels and across disciplines</p> <p>Ability to manage complaint situations and challenging communication messages</p> <p>Ability to remain calm under pressure and motivate others to deliver in challenging circumstances</p> <p>Ability to develop and maintain positive working relationships with internal and external stakeholders</p> <p>Commitment to the provision of the highest quality, user focused services</p>	<p>Able to hold professional peers to account</p>	<p>Application form</p> <p>Interview</p> <p>References</p>

## Leadership Behavioural Framework: Level 2

### Working Collaboratively for RHN

Working Collaboratively for the RHN is about working together to deliver the best possible service for patients, carers and key stakeholders. It is about demonstrating our values particularly in finding ability in disability, delivering excellence through personal responsibility, being pioneering and sharing knowledge, ensuring clarity and compassion, respect and constancy.

- I work with others to determine the outcomes required to meet the needs of the RHN.
- I ensure colleagues are kept up to date with progress on projects or any changes taking place.
- I am able to build relationships within and between teams.
- I prepare for and attend meetings to discuss ongoing projects with colleagues.
- I provide constructive feedback to my colleagues in the moment or at other appropriate times.
- I encourage colleagues to work together to achieve set goals and I ask for feedback on activities.

### Achieving our Potential

Achieving our Potential is about giving staff and volunteers the time, support and opportunities to develop both themselves and their roles. It is about being able to develop our skills and knowledge and being able to take the time to reflect on successes and set-backs. It is about demonstrating a commitment to continuous professional and personal development and a flexible approach to working.

- I proactively seek out and identify opportunities to develop new skills and knowledge to broaden my sphere of influence
- Prepared to work at levels beyond the expectations of the role
- Creates opportunities for the development of others
- Builds on strengths and develops strategies to cope with weaknesses in oneself and others
- Proposes innovative solutions to business problems and challenges
- Prepared to challenge activities inconsistent with the vision and strategic priorities of RHN

### Preparing for the Future

Preparing for the Future is about being aware of what is over the horizon, anticipating opportunities and having the vision to look forward. It is about taking the time to reflect on current activities and challenging the status quo. It will involve accepting the need for change and developing a culture of continuous learning and improvement.

- I will encourage and support a culture of creative engagement that will raise awareness of the challenges and opportunities facing our organisation
- Awareness of the requirement for continual development of the team
- Able to reflect on current and past activities and implement changes
- Look beyond existing areas of responsibility or knowledge

### Leading by Example

Leading by Example is about acting as a role model and setting an example that motivates and inspires others. It involves providing a clear direction that recognises and utilises the strengths of our people.

- I am able to set a good example to others and provide opportunity and support for them to develop
- I react in positive ways to changing circumstances to ensure that work continues.
- I recognise the strengths of the people I work with and use this knowledge to the
- I provide support to others to enable them to carry out what is asked of them.
- I encourage others to put forward new ideas and take a fresh look at what they do.
- I anticipate and help to identify development opportunities for my colleagues.
- I recognise that people work in different ways and take this into account in my dealings with others.

benefit of both my team and RHN as a whole.

### Committing to our Patients & Customers

Committing to the patient and customer is about understanding who those people are and what their specific needs involve. It is about the provision of high quality patient care and/or customer service and the development of on-going relationships. It is about treating those people as individuals, meeting and exceeding their expectations and treating them with respect, dignity and consideration. It is about providing an exceptional patient/customer experience.

- I take a proactive approach to enhancing the patient and customer experience.
- I will provide support and assistance to frontline colleagues who are faced by unhappy customers
- I seek out and utilise examples of best practice in customer service
- I will search for examples of creativity and good practice within the sector and beyond.
- I am able to prioritise our service delivery to meet the needs of customers
- I set a high level for customer service and expect myself and others to meet those standards.
- I am aware of the importance of relationships to the provision of effective patient care/customer service
- Awareness of other areas of customer services

**The job description is not exhaustive and may be reviewed in light of changing needs and organisational development, in consultation with the post holder.**

I have read, understood and accepted the responsibilities, expectations and behaviours outlined above.

Signed:

Date: