

AVON & WILTSHIRE MENTAL HEALTH PARTNERSHIP NHS TRUST

JOB DESCRIPTION

Job Title:	CAMHS Clinical Service Manager
Pay Band:	Band 8a
Responsible to:	CAMHS Senior Manager
Base:	multiple sites
Hours:	Full time 37.5 hours

Job Purpose

To be responsible for the management of the delivery of community services within a defined local care pathway, which is geographically based. To manage and deliver community services within an integrated care pathway model, to an agreed set of aims and objectives which are defined, delivered and monitored through an integrated governance approach. To work in close collaboration with a range of partners services to ensure seamless delivery of care across the pathway of services.

AWP Recovery Statement

We in AWP place recovery and reablement at the heart of our service. Therefore we all demonstrate the recovery principles of:

- Hope
- Partnership
- Maximising opportunities every day, in all that we do.
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Patient Experience Statement

In all service user and carer contact, your attitude, actions and ambitions should reflect wholeheartedly the Trust's motto of 'You matter, we care'. Your goal must be to provide for each individual the quality of care, support and involvement that you would personally expect from a leading mental health trust. 'You matter, we care' should shape your approach to all those who have contact with our Trust.

Living our Values – Shared Statement

In all your contacts with our stakeholders, your behaviours should reflect wholeheartedly the Trusts PRIDE values:

Passion: Doing my best all of the time

Everything I do is in the interests of everyone who uses our services

I am positive and enthusiastic in my work

I am receptive to new ideas and service improvements

I actively seek opportunities to learn and develop

Respect: Listening, understanding and valuing what you tell me

I show compassion and kindness at all times

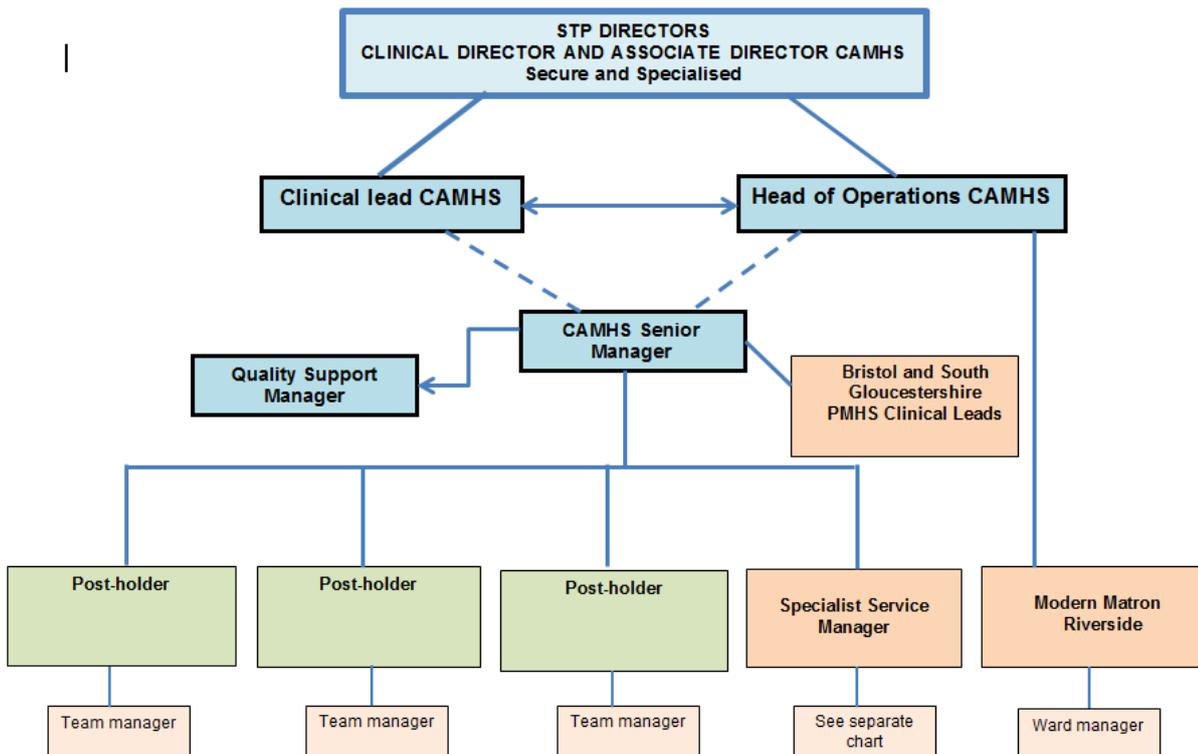
I am a team player and support my colleagues
 I listen carefully and communicate clearly
 I respond positively to differences of opinion

Integrity: Being open, honest, straightforward and reliable
 I encourage and value feedback from others to help me develop
 I try to always do what I say I will do
 I am open and honest about when things have not gone well
 I raise concerns and report incidents that arise

Diversity: Relating to everyone as an individual
 I try to listen without judging
 I respect other people’s culture, beliefs and abilities
 I actively take account of the needs and views of others
 I understand and support the benefits that diversity brings to my team

Excellence: Striving to provide the highest quality support
 I set high standards for my work and personal conduct
 I plan my workload and deliver on my commitments
 I make best use of available resources
 I put forward ideas to improve the quality of services

Organisational chart:



Dimensions:

Budget Managed: £

Number of staff responsible for:

Number of sites working across:

Main duties and responsibilities

1. To provide operational management and leadership for the Community Services within a local care pathway, including Community Mental Health Teams or equivalent.
2. To directly manage and supervise the Community Team Managers and associated staff within the specific service area, providing cross-cover for colleagues as necessary.
3. To contribute to the delivery of the Integrated Service Business Plan, to ensure delivery of key targets in relation to service performance, integrated governance, workforce planning, partnership development and financial sustainability. This will also include taking a lead role on aspects of the partnership service development improvement plan.
4. To work in close partnership with Service Users, Carers, Clinical Staff, Trust Performance Management and Finance Staff, Corporate Services, Human Resources, Community Care, Independent and Not for Profit Organisations in the delivery of operational services.
5. The post holder will contribute to the development of the identity and structure of the CAMHS and Area-wide service through the creation of clear lines of accountability within their service for all key result areas and performance management arrangements.
6. The post holder will share CAMHS corporate responsibility in relation to:
 - Financial duties
 - Obligations under Health & Safety and Fire Safety
 - Delivery of Standards for Better Health, including Infection Control
 - Policies for clinical and organisational risk management
 - Other performance requirements as set out in the Partnership Balanced Scorecard & Key deliverables in the specification.
 - CAMHS transformation, innovation and sustainability.

Key Result Areas**Service Management**

- To take management and leadership responsibility for the operational delivery of services within the designated service area.
- To manage the capacity of the service using established tools and techniques including entry and exit criteria, and highlight underlying issues to the CAMHS Head of Operations and Clinical Lead.
- To work closely with acute care colleagues to ensure seamless delivery of the pathway of services within the local area, addressing bottlenecks and working collaboratively to find solutions which improve patient flow and experience.
- To represent the Trust professionally and positively at all times, with staff, local partners, service users and carers.

- To contribute to the Integrated Business Plan for the Area and LDU as part of the LDU delivery strategy and the Trust's overarching Integrated Business Plan.
- To deliver operational services in line with national, Trust and LDU strategic objectives and policies.
- To liaise with service users, carers, staff and partners in both statutory and non-statutory fields, ensuring that there is shared understanding of service provision and commitments.
- To ensure involvement of the team managers in service area planning, delivery, choice, and governance including the maintenance of links with key groups/networks.
- To contribute towards the management of identified projects within the service area.
- To contribute to the maintenance of the Trust estate from which LDU services are delivered; engaging with hotel services management structures to ensure facilities management, building maintenance, transport, medical devices and waste management objectives at Area and Service area levels are achieved.
- To contribute to the provision of an out of hours on call rota when in place.

People Management

- To implement and monitor effective processes for the line management of staff including: agreeing and maintaining appropriate team establishments, caseload management, controlling use of overtime, bank and agency and ensuring processes are undertaken for recruitment, induction, objective setting, appraisal, supervision, rostering, vacancy management, absence management, investigations and grievances.
- To manage the performance of individuals and teams required to ensure the clear delivery of Trust, LDU, Area and service area objectives.
- To implement strategies for LDU workforce planning and staff development within the service area.
- To ensure that services are planned and delivered with sensitivity to the diversity of the communities it serves.
- To undertake investigations of serious untoward incidents, complaints, disciplinarys and grievances
- To maintain effective communication with Staff, Unions, Service Users and Carers.
- To ensure that meaningful staff involvement takes place within the service area in order that commitment and ownership are maximised and staff have the opportunity, where possible, to influence service provision.

Financial Management

- To manage the allocated budget for the service area within Trust Standing Financial Instructions, delivering key financial planning actions at key stages of the Trust's annual business planning cycle and delivering financial sustainability through achievement of financial balance.
- To actively explore new service opportunities in terms of growth of services/new business opportunities

Performance management

- To manage the performance of the service in line with defined measures

contained within the CAMHS and wider service Scorecard and associated processes. This includes information management and timely and accurate data entry at team level.

Risk and Clinical Governance

- To contribute to the Area Integrated Governance structure and objectives and to establish clear and effective mechanisms to ensure ownership of governance at all levels throughout the Service area.
- To be responsible for the delivery of Health and Safety responsibilities as required by statute, regulation, legal obligation and Trust policies within the service area.
- To ensure full compliance of all staff within the service with key mechanisms to support the clinical delivery of service including the Integrated Care Programme
- Approach and/or Single Assessment Process, Records Management, Health and Social Care data entry, Incident reporting, Serious Untoward Incident Review and Complaints.
- To ensure staff compliance with Safeguarding processes to protect Users, Carers and Vulnerable Adults, children and young people.
- To ensure compliance with legal and statutory duties related to Mental Health Act, Mental Capacity Act, Police and Criminal Evidence Act.
- To contribute to the development of information packs, contingency plans, in and out of hours responses to unplanned events such as pandemic flu, winter challenges, estate disaster.
- To be responsible for ensuring compliance with defined quality standards such as CQC, CNST and Standards for Better Health, identifying responsibility within the team for key roles including infection control and emergency planning.
- To be responsible for maintaining up to date evidence of quality and safety outcomes and providing these as required for inspection.

Service Research, Innovation, Training and Improvement

- To contribute to the development of a Service Strategy for define services at a local level in line with STP, transformation and Trust objectives.
- To contribute to the leadership of service area re-design promoting the development of practice in line with national policies and evidence base.
- Ensure that outcomes for service users and carers are measured and evaluated and that learning is applied to future interventions, collaborating with those responsible within the Trust for service audit.
- Assimilate and apply the outcomes of research, innovation and improvement projects, working in collaboration with the Trust's Organisational Development Director and those responsible for innovation and quality improvement, learning from the evaluation of the impact of change in similar services elsewhere.
- Working jointly with the managers, clinicians, service users, carers and partners, identify appropriate outcome measures that can be implemented to evaluate the quality and effectiveness of services within the delivery unit.
- As part of the Management Team, lead clinical, professional and managerial service redesign and innovation initiatives to modernise the workforce and the delivery of care, including promoting the innovative use of technology and supporting the development of practice in relation to national mental health strategies.
- Ensure local service user engagement in service planning, delivery, choice, governance and workforce development, including maintaining effective links with key groups, networks and Patient and Public Involvement fora.

- Ensure wide management and clinician participation in key local fora and collaboration with other key partners in the delivery of integrated care solutions.
- Lead quality improvement including the use of CYP IAPTUS and routine outcome measures
- Take a lead role and support the CAMHS Transformation programme

Clinical

- Be responsible for ensuring and implementing a range of therapeutic interventions for individuals, carers, families and groups. These will include long and short term interventions as appropriate to need.
- Evaluate and make decisions about treatment options taking into account both theoretical and therapeutic models and highly complex factors concerning historical and developmental processes that have shaped the individual, family or group.
- To exercise autonomous professional responsibility for the assessment, treatment and discharge of children and young people whose problems are managed by psychologically based standard care plans.
- Provide specialist expertise, advice, guidance and consultation to other professionals contributing directly to children and young people's formulation, diagnosis and treatment plan.
- Contribute directly and indirectly to a framework of understanding and care to the benefit of all children and young people of the service, across all setting and agencies serving children and young people with learning disabilities and mental health problems/challenging behaviour.
- To undertake risk assessment and risk management for individual children and young people and to provide advice to other professions on risk assessment and risk management
- Communicate in a skilled and sensitive manner, information concerning the assessment, formulation and treatment plans of children and young people under their care and to monitor progress during the course of both uni and multi-disciplinary care.

Self-management

- To ensure that as a member of CAMHS you are fully aware of current developments, legislation and practice in the care of children and young people with mental health problems.
- To attend regular management/professional supervision. Through supervision and appraisal, acknowledge own limitations and discuss/identify/access training as appropriate.
- To be aware of and adhere to all Trust policies, acting as a role model to other staff. Manage time effectively. Continue to meet professional standards of practice and relevant professional legislation.
- To undertake other Team Management duties as required by the Service Manager.

Communications and Working Relationships

- Other Service Managers - Shared Planning, Communication and Negotiation
- Wider Child Health Community and Acute services
- Children's local authority partners

- A range of voluntary sector partners
- BNSSG CAMH services
- South West CAMHS clinical network
- Clinical and Professional Leads - Collaborative Working and Communication
- Corporate Directorates - Collaborative Working and Communication
- Service Users and Carers - Consultation and Communication
- Line Managed staff - Objective Setting, Management of Performance, Development and Communication
- CAMHS, Secure and Specialist Management Team - Shared planning, Performance Monitoring and Reporting, Communication
- Staff Side – Communication, consultation and involvement

Most challenging part of this role

- Delivering an operational service in the context of short term safety and financial balance, whilst moving towards long term service and financial sustainability
- Working across a large and diverse range of communities within a complex commissioning environment
- Ensuring that individualised care and safeguarding of vulnerability and risk is provided in conjunction with other health and social care services.

Policies and Procedures

Trust employees are expected to follow Trust policies, procedures and guidance as well as professional standards and guidelines. Copies of Trust policies can be accessed via the staff intranet (Ourspace) or from your manager.

In particular, attention is drawn to the Trust's arrangements in relation to safeguarding children and vulnerable adults as well as infection prevention and control.

All employees are expected to be familiar with the Trust's approach to risk management, take a risk management approach to their own work and take responsibility for the management of the risks they own.

Confidentiality

Much of the work is of a confidential nature. This means that no discussion should take place about the care, needs, or activities of any service user, except in the clear interest of that service user or other members of staff. Staff are reminded that personal information concerning colleagues is also confidential

Equality and Diversity

Avon and Wiltshire Mental Health Partnership NHS Trust is committed to the fair treatment of all people, regardless of their gender, gender re-assignment, race, colour, ethnicity, ethnic or national origin, citizenship, religion, beliefs, disability, mental health needs, age, domestic circumstances, social class, sexual orientation, ex-offender status, political allegiance or trades union membership.

The Trust requires all of its employees to treat all of its stakeholders including colleagues, service users, carers and their visitors with dignity and respect.

Safeguarding children and vulnerable adults

Post-holders have a general responsibility for safeguarding children and vulnerable adults in the course of their daily duties in line with AWP as their employer, and for ensuring that they are aware of the specific duties relating to their role.

Smoking

Smoking by Trust Staff is not permitted whilst on duty whether that be on Trust premises or grounds or out in the community. Staff must also be mindful of public perception and must therefore not smoke whilst travelling in Trust identified vehicles or when in uniform or can otherwise be identified as Avon and Wiltshire Mental Health Partnership NHS Trust staff.

Review

These duties are intended to be a guide to the post and should not be considered exhaustive. It is subject to review, depending on the needs of the department. The post holder will be encouraged to participate in any such review. The Trust is committed to regular performance appraisal (including setting objectives for review annually) and agreement of personal development plans for all staff to enhance their ability to fulfil the requirements of their post.

Person Specification

Community Clinical Service Manager

Band 8a

Essential knowledge, skills and experience

- Relevant professional registration, education to degree level or ability to demonstrate equivalent level of knowledge
- Demonstrates a clear understanding of the operational and strategic issues involved in managing services, budgets and people.
- Significant experience of managing health and/or social care staff and services, experience of working clinically with a wide range of child mental health problems, across the whole age range, reflecting all levels of clinical severity.
- Knowledge of national CAMHS policies
- Demonstrates detailed practical knowledge of Mental Health legislation
- Experience of implementing new ways of working and procedures
- Experience of effective budget systems, control and management
- High-level analytical and innovative problem-solving skills
- Highly developed people management skills
- Experience in the use of cause and effect analysis
- Experience in undertaking complex investigations and critical analysis
- Experience of managing complex caseload/workload demands
- Knowledge of and experience of practical application of good practice in relation to Equalities and diversity
- Experience of successfully managing change
- Competent in the use of IT in a windows environment
- Evidence of continued professional development
- Experience of developing and maintaining partnerships with external agencies, professional leads, staff and trades unions
- Project management skills
- Ability to build and maintain effective working relationships with a variety of organisations and individuals
- Ability to manage teams and individuals in a complex and changing environment
- Excellent communication skills including influencing, negotiation and empathic skills.
- Politically astute
- Tact, diplomacy and sense of humour
- Independently mobile and willing to travel
- Experience of managing CAMH Services

Desirable knowledge, skills and experience

- Formal management qualification at post-graduate diploma level
- Experience gained in a similar role in both health and social care
- Experience of developing new ways of working and new working practices

Attitude, Aptitude and Personal Characteristics

- Able to build constructive relationships with warmth and empathy, using good communication skills
- Strong people management skills and ability to deliver personably
- Sufficient resilience to cope with difficult interpersonal situations, competing demands and tight timescales
- Treats service users with respect and dignity at all times
- Enthusiastic, flexible and confident approach to working

- Able to prioritise own workload
- Willingness and ability to learn new skills and adapt to change
- Honest, enthusiasm and a sense of loyalty
- Conducts self in a professional, courteous manner at all times and able to maintain professionalism in an often emotionally challenging environment
- Demonstrates core values