

**Role Profile**

**Director of Complex Care**

As the Director of Complex Care, you will lead the development and delivery of the complex care strategy.

**Role Purpose**

**As the Executive lead for Complex Care, this role leads and develops the complex care strategy through the creation and management of critical governance and oversight ensuring system and processes meeting all relevant quality, legal, regulatory, organisational, contractual, and customer standards and obligations. This role provides assurance to the Executive Team on all aspects of complex care to achieve operational excellence.**

**Key Accountabilities**

**Business Strategy**

* As a member of the Community Integrated Care's Executive Team, to champion the needs of the people we support, guiding the operational direction of the charity through the development and implementation of complex care strategy, in pursuit of the charity’s mission and objectives.
* To own the Complex Care strategy by developing, negotiating, and agreeing the operational plan, budget, targets, targets and objectives needed to achieve the organisational strategy, and the charity’s ambition for Best Lives Possible.
* Work collaboratively with colleagues to lead, develop, and maintain the desired workplace culture within the Complex Care function, role modelling the charity's values to ensure healthy level of recruitment and retention and a great place to work.

**Business Development and External Relations**

* To identify opportunities for the charity to leverage strengths within the region and take advantage of new opportunities, or address organisational risks, to build a financially sustainable portfolio of complex services in line with the charity’s goals and ambitions.
* Establish and maintain relationships with external stakeholders and business partners to create new business opportunities, and to maintain existing services that are commercially viable, operationally sustainable and in line with Community Integrated Care's brand and values.
* Professionally and effectively represent Community Integrated Care at local, regional, and national levels, promoting the profile and positive image of the charity with all partners, customers, and other stakeholders
* Act as Community Integrated Care's "thought leader" and "statesperson" providing visible leadership across complex care to promote and enhance our charity's brand and reputation.
* Develop business plans and strategy for Complex Care within Community Integrated Care.

**Transformation**

* To be a leading champion of change, effective communication, continuous improvement, and empowerment; securing motivation, loyalty and the support of direct reports and colleagues in general; whilst maintaining the integrity of the organisation
* To facilitate change and innovation so that services, systems, and processes within the regions are subject to regular risk review (consistent with organisation risk profiles and audit and compliance standards), that appropriate systems and processes are in place to meet the needs of governance, and that external accreditation requirements are met

**Systems**

* To lead the senior leadership teams for complex to use Quality data, reporting, and metrics for trend analysis, identifying opportunities for innovation (particularly technology) and drive continuous improvement through data-led decision making in pursuit of Outstanding quality ratings.
* To support and embed the evolving organisation systems and practices to ensure adoption and excellent data integrity for information that can be used to inform and direct strategic objectives
* Embracing modern technology and innovation whilst accessing and utilising all organisational systems available
* To work closely with the Technology Enabled Care Team to assess, monitor and review complex service delivery to ensure least restrictive support is in place, promoting positive risk taking and innovative support methods to deliver the best possible support for those with more complex needs.
* As a member of the executive team, demonstrate technical, regulatory, and financial ability to analyse and make decisions in complex/ expensive/time bound issues e.g. both at individual and organisational levels, use data to produce coherent strategic plans.
* To make judgements based on sound data analysis and understanding of complex issues

**Finance**

* To have strategic responsibility for Complex Care budgets and to lead the team to ensure that financial decisions are made with people in mind, to balance commercial and charitable objectives, to drive efficiency, reduce regional costs without compromising on the quality of services provided to ensure the delivery of sustainable and high-quality services to make good financial returns within region.

**Legal and Risk**.

* To direct strategies and initiatives for complex support, ensuring that clinical needs are managed, and monitored, and that positive risks are taken to promote the best outcomes possible, within risk tolerance, actively managing risk to individuals’ colleagues, or the charity.
* To have oversight of complex care risk assurance, conflict of interest, reviewing and continuously improving to ensure the right practices and controls are embedded, providing assurance to the Executive Team that services are compliant with charity, legal, regulatory, and organisational requirements.

**Quality and Compliance**

* Implement and monitor relevant controls, measures, and reporting to ensure the effective identification and mitigation of relevant business, financial, clinical, or operational risks by working with divisional leaders to maintain and improve service quality to achieve our charity's business objectives.
* Implement, monitor and continuously improve the application of relevant policies, procedures, practices, and standards, overseeing remedial actions where necessary, to safeguard the people supported, assuring the quality, legal, and regulatory compliance of team activities and services

**Service Delivery**

* To oversee new complex care services through transition, optimising the allocation and use of the associated budgets and resources to deliver positive outcomes for the people supported in line with all stakeholder requirements, agreed plans and targets, and Community Integrated Care's brand and values
* Monitor and report performance against agreed plans for the complex portfolio, targets and budgets, working with the Executive to agree and execute the actions required to address any performance issues and/or to capitalise on opportunities.

**Leading and Managing a Team**

* Lead, develop and motivate the Complex Care teams to attract, retain and develop the capacity, capability and talent to create a high performing team and achieve regional/ departmental Community Integrated Care business objectives
* Set expectations and manage, monitor, coach and develop team members to ensure that they maximise their performance, meet the required standards, and continuously develop their capabilities and experience.

**Leading and Managing a Team**

* Lead, develop and motivate the Complex Care teams to attract, retain and develop the capacity, capability, and talent to create a high performing team and achieve objectives.
* Set expectations and manage, monitor, coach and develop team members to ensure that they maximise their performance, meet the required standards, and continuously develop their capabilities and experience
* We are better when we work together. You are a natural communicator and can set and promote the desired culture across the organisation, influencing others. Share best practice, approaches, and work in partnership with other organisations across and beyond the social care sector, exploring new opportunities. Your leadership naturally brings out the best in your colleague and you actively celebrate their success throughout the organisation. There will be positivity and excitement for the future because of your leadership.

**Scope and Geography** This is a national role.

**Travel Expectation** As a member of the Executive Team there is a requirement to travel nationally. This role will be required to attend meetings nationally, and in particular at Old Market Court in Widnes.

**Collaboration** It is expected that the post holder will work proactively and collaboratively with the Executive and Senior Leadership Teams, as well as the Regional Operational Leaders supporting Business Partners, Managers, and Specialists, and in addition will liaise with Support Services functions in Quality, and L&D.

**Budgets** This role will have direct accountability for the Complex Care budget.

**Subject Matter Expertise** This role will be the organisational subject matter expert for Complex Care. The role will be accountable to the Chief Operating Officer and the wider Chief Officer Group for the functional risk and impact within their area of expertise. Directing the development of policy, the identification of organisational risk, and driving organisational capability.

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| **Best Life Possible Success Measures** | |
| **Service Quality and Innovation** | * The reduction of people living in long stay hospitals/settings and people living in their communities and living their best lives. * Accountable for leading national change initiatives ensuring effective communication and change sustainability * To have a robust Complex Care framework across all relevant services. * Care and Support Planning compliance ensuring all are in date, reviewed regularly and targeting results of outstanding for all * To ensure compliance with regulatory standards including site registrations and registered manager appointments |
| **Career Opportunity** | * Ensure complex care teams have the right capabilities to deliver – exceptional delivery against learning compliance (regulatory and GROW) * Fostering a performance culture with the team(s) you lead, coaching teams to improve performance, and proactively managing underperformance – leading to improved recruitment, retention and talent management * Ensuring alignment and clarity from organisational and [department/ regional] goals by leading teams to set objectives to deliver against key priorities * Improvements in team engagement scores (HIVE) * Ensuring the organisation has access to the learning it needs to deliver excellence |
| **Community Engagement** | * Support and drive the creation of meaningful partnerships in local communities that deliver increased capacity, and social impact for the people we support whilst building reputation and social platforms * Engagement in political events, influencing key individuals, to drive the development of social care policy * Network with stakeholders at conferences and events to participate meaningfully and influence the need to reduce long term segregation and hospital stays |
| **Sustainable Economics** | * Positive momentum on KPIs, including retention, lost time, e-learning compliance, Recruitment, Commissioned Hours Delivery etc. * Building good relationships with all stakeholders for complex care, identifying opportunities for sustainable organic growth * Ensuring services are well resourced with adequately trained/skilled colleagues whilst having contingency plans for bank and employees to mitigate agency need * Develop strong relationships and quality outcomes with commissioning partners and regulators to deliver high rates of contract acquisition and retention * Delivery of project objectives within time, cost, and scope parameters, delivering quality results |
| **Structure** | |

**Qualifications, Experience, and Knowledge**

* Educated to a Post Graduate level/equivalent qualification or equivalent level of experience of working in a relevant health or care discipline.7.
* Evidence of continuing professional development.
* Must understand the background to and aims of current healthcare policy, transforming care agenda and restrictive practice and appreciate the implications of this on engagement.
* Should have an appreciation of the relationship between the Department of Health & Social Care, local authorities and individual providers and commissioning organisations.
* Member of relevant professional body.
* Working knowledge of Hospital Discharge and CHC, acquired through formal education or equivalent experience or training plus further specialist knowledge or experience to a high-level equivalent.
* Experienced healthcare professional who can demonstrate excellent interpersonal skills and a sound understanding of the transforming care agenda and restrictive practice.

**Competencies, Skills, and Abilities**

* Skilled at influencing and negotiating at Executive Level
* Ability to articulate a strong and coherent vision in a way that inspires and motivates others
* Ability to develop, translate and implement strategy into plans
* Ability to assess and analyse data and financial information
* Able to develop immediate credibility with internal and external stakeholder and build sound working relationships
* Ability to assess complex care services and identify outcomes required to meet care standards
* Excellent leadership skills with ability to drive performance improvement
* Excellent written, oral, presentation and communication skills
* Problem solving skills and ability to respond to sudden unexpected demands.
* Ability to analyse complex facts and situations and develop a range of options.
* Take decisions on difficult and challenging issues where there may be several courses of action.
* Strategic thinking ability to anticipate and resolve problems before they arise.
* Demonstrated capability to plan over short, medium, and long-term timeframes and adjust plans and resource requirements accordingly.
* Must be able to prioritise own work effectively. Experience of managing and motivating colleagues.
* Must be able to provide and receive sensitive or contentious information, negotiate with individuals, their families and representative and stakeholders on challenging and controversial issues.
* To provide equality of opportunity and good working relationships both in terms of day-to-day working practices, but also in relation to management systems.

**Personal Attributes**

* Highly self-motivated with effective leadership style
* Ability to cope with rapid and sustained change and competing demands
* Innovative thinker and problem solver
* High energy, action-orientated, resourceful, enthusiastic, persevering and flexible/adaptable
* Intellectually agile, self-confident and highly articulate, capable of inspiring by personal example
* Collaborative, inclusive, honest, discreet, open and sincere
* Appropriately robust and resilient in style, thrives under pressure and is energised by change
* A naturally inquisitive leader who demonstrates empathy, good listening skills and can deliver outstanding quality and financial results whilst leading people in a way that is consistent with the values of our Charity
* The ability to make high level safeguarding decisions and provide support and direction to others.
* Proven experience in working successfully in matrix structures across HR, Finance and Quality.
* An ability to lead and manage staff in a supportive, coaching and motivational manner to ensure the delivery of high standards of care whilst achieving financial targets.
* Good understanding of the structure and framework of the NHS and Local Authorities including knowledge around public procurement processes and contract management.

**Tasks and Responsibilities** (representative, not exhaustive)

**Leadership and Vision**

* To contribute to developing the organisation strategic priorities and to inspire and motivate the complex care teams to align with the charity values and ambitions
* Leads and manages the Complex care Team across all aspects of day-to-day region deliverables including monitoring performance in relation to quality performance indicators and performance manage where improvement is required
* To lead and manage a diverse team, providing support and development opportunities that enable us to retain and develop our internal talent.
* To foster and encourage a collaborative, open and supportive work environment.
* Update and inform colleagues on statutory guidelines, best practice reviews and other updates to promote learning and development across our front-line
* Embracing modern technology and innovation whilst accessing and utilising all organisational systems available
* As a member of the executive team, demonstrate technical, regulatory, and financial ability to analyse and make decisions in complex/ expensive/time bound issues e.g. both at individual and organisational levels, use data to produce coherent strategic plans.
* Act as Community Integrated Care's "thought leader" and "statesperson" providing visible leadership across complex care to promote and enhance our charity's brand and reputation.
* Develop business plans and strategy for Complex Care within Community Integrated Care.
* Professionally and effectively represent Community Integrated Care at local, regional, and national levels, promoting the profile and positive image of the charity with all partners, customers, and other stakeholders

**Service delivery and Quality Assurance**

* To be accountable and lead the Complex Care Portfolio, to ensure the effective, sustainable, and responsible delivery of Services that achieves the strategic objectives of the business, and delivers positive outcomes for the people supported, meeting all relevant quality, legal, regulatory compliant standards, and obligations.
* To lead the development, implementation and embedding of the quality assurance framework across complex care and in partnership with internal Community Integrated Care colleagues.
* To be a practice leader that is accountable for the delivery and growth of Complex Care through skilled leadership, responsible for the operational performance of all Complex Care service provision within the charity, using expertise to promote the correct support for individuals that have been subject to long and extended hospital stays, long term segregation, trauma and need high quality and specialist support.
* Provide strategic oversight of specific pathways which are required to provide individualised packages of care, to ensure robust service delivery, and identify gaps in the market.
* To ensure compliance with regulatory and statutory frameworks embedding the organisation quality assurances processes to demonstrate compliance
* Continually seek to improve the safety, quality and efficiency of services to support the provision of excellent care and support, ensuring a fair distribution of the resource, meeting priorities across the Charity.
* Develop and implement effective monitoring systems and appropriate quality indicators to report on and promote continuous improvement in the quality of care to meet our statutory and regulatory obligations.
* Work alongside MDT including, ICB, local authorities, acute trusts, and legal team. Support with referrals. Facilitate opportunities to develop skills in a variety of areas including safeguarding, Clinical supervision, deprivation of liberty, mental capacity.
* Work with the Quality and Clinical Teams to implement and monitor the effectiveness of Continuous Improvement Plans to provide assurance that local quality improvement priorities, key national quality improvement targets and the commissioner’s contract are being met.
* Review any audit or inspection reports and recommendations ensuring compliance with all statutory regulatory bodies and company policies and procedures, responding to and acting upon any recommendations from CQC / CI.
* Lead and develop a culture where the very highest standards of safety, quality and excellent care and support are consistently delivered and lead improvements and innovation in the delivery of services.
* To proactively use management information to effectively identify areas of underperformance and to put action plans in place to deliver improvements to the required standard using performance management interventions where appropriate
* To make judgements based on sound data analysis and understanding of complex issues
* Provide assurance to the ET and Board of Trustees on Complex Care
* Promote risk enablement practices within Complex care settings and monitor risks ensuring that these are escalated appropriately when required through our Risk Management Processes and risk registers.
* To work with internal colleagues to ensure that governance and reporting is completed and delivered in line with organisational requirements.
* Drive the performance of complex care services, optimising allocation of resources and associated budgets, to ensure that regional plans are delivered in line with objectives, standards, and regulatory requirements.
* To be a positive leader of people and promote supportive environments across the organisation whilst establishing and maintaining effective methods of communication.
* Ensure the views and preferences of all individuals are sought, considered, and reflected in service delivery
* To support and ensure compliance relating to supervision and development of colleagues within Complex Care settings.

**Financial**:

* Accountability for managing budgets/contracts ensuring financial sustainability
* To lead on contract negotiations in relation to new complex care services
* To make strategic decisions on resource allocation and growth priorities

**Stakeholder**

* Partner with support service and regional teams to develop and deliver high quality, personalised care and support and to offer support and guidance where required.
* Network across the sector, including benchmarking and collaborative projects that enhance the quality of support and opportunities within the organisation.
* Actively engage with internal and external stakeholders and review and interpret new national guidance and legislation relating to clinical / integrated clinical governance and quality improvements and identify local implementation for the Charity.
* To build and develop relationships with key influencers including the people we support, their families and carers.

**Behaviours and Values**

At Community Integrated Care “how” you approach your work is just as important as “what” you do. With that in mind, we have outlined the key behaviours that we look for at each level in our charity. This role aligns with level 1 in our guide to behaviour.

**Job Evaluation**

Internal Evaluation Level: Level 1