

## **JOB DESCRIPTION**

<b>Job title:</b>	Head of Services Scotland and Northern Ireland
<b>Directorate:</b>	Services Directorate
<b>Location:</b>	Hybrid with regular travel across Scotland, Northern Ireland and occasionally beyond.
<b>Accountable to:</b>	Director of Services
<b>Accountable for:</b>	Registered Managers, Consultant Psychiatrists, Consultant Psychiatrist, Principal Psychologist, Senior Psychological Therapists, Lead OT, Deputy Hd of Services, Services Mgr and senior clinical team.
<b>Pay grade:</b>	8b
<b>Type:</b>	Permanent

### **About Combat Stress**

Combat Stress provides intensive treatment for veterans with complex mental health issues. We are the only national providers for veteran's mental health care and treatment.

#### **Vision**

Our vision is for all former servicemen and women with complex mental health problems to live full and meaningful lives.

#### **Mission**

Our mission is to provide support and treatment to veterans with complex mental health problems to help them tackle the past and take on the future.

#### **Values Framework**

All staff are expected to know and understand the values of the organisation and uphold these values whilst at work.

**Together:** We are united in purpose, collaborative in action.

**Focused:** We're clear about what we will and won't do to deliver the best outcomes.

**Bold:** We'll do and say what we must to achieve our organisation's vision.

**Personal:** We respect diversity and appreciate everyone's individual needs and talents.

### **Role Overview**

To provide the highest quality strategic and operational leadership of Combat Stress in Scotland and Northern Ireland. The post holder will be the senior manager responsible for representing and promoting Combat Stress across both regions, building positive and productive relationships with statutory and third sector colleagues.

The Head of Services will be an experienced and forward thinking registered health or social care professional providing inclusive, compassionate and inspirational leadership.

#### **The role will be accountable for:**

- Supporting strategic alignment with all national initiatives.
- Meeting and ideally exceeding requirements of each Regulatory Body.
- Ensuring the highest quality performance in all areas of service activity.

- Nurturing a culture of continuous improvement, active learning and development.
- Informing and improving collaborative service design and delivery.
- Ensuring high levels of co-production.

The successful candidate will hold a current healthcare professional registration with the NMC, HCPC, SWE or GMC. You will be expected to have significant and recent experience of the core elements of management practice, including:

- budget management.
- recruitment and retention.
- performance and quality improvement.
- line management and supervision of staff.

You will of course continue to be responsible for ensuring these aspects are of the highest quality when delivered by others.

**The role provides a unique opportunity to:**

- Positively influence Scottish Government and Government of Northern Ireland policy as appropriate.
- Actively contribute to the growth and development of Scotland and Northern Ireland national organisation.
- Represent Scotland and Northern Ireland at UK wide events.
- Gain experience and expertise in the delivery of trauma-focused services
- Provide leadership for a multi-site national service ensuring regional equity.
- Provide high-quality, efficient, effective and evidence-based care to veterans

**The post holder will:**

- Report to the Director of Services.
- Be expected to lead the design and delivery of the services within their Area
- Responsibility alongside Senior Clinicians.

The postholder will provide strategic leadership and take responsibility for the development and continued modernisation of the service. They will work in collaboration with partner agencies to optimise opportunities for joint working in line with the Combat Stress strategic plan.

They will also take responsibility for business planning to ensure clear plans are communicated, actioned, and delivered in a timely manner. Business planning will include service improvement, staff engagement, finance, areas of potential development and growth and risk management.

As a Senior Manager the postholder has a responsibility to uphold the values and standards expected of all employees in Combat Stress. Responsibility involves not only setting an example to which others should aspire, but also challenging those whose behaviour is unacceptable.

**The key objectives for this role are:**

- National leadership of the Scotland and Northern Ireland teams.
- Accountability for operational services, their safe and effective delivery and that they meet regulatory requirement.

- To develop effective and beneficial strategic relationships with both statutory and third sector partners.
- To ensure Combat Stress actively and productively contributes to the principles outlined within Scotland's Veteran Mental Health and Wellbeing Service, and the principles of the Action Plan.
- Participate in the senior manager on-call rota.
- Provide visible operational leadership to the Charity and promote continual improvement in quality, performance and delivery of the Charities' objectives.
- Demonstrate a high level of professional knowledge/expertise to provide detailed advice to all staff across the Charity.
- Ensure meaningful strategies and processes exist to ensure veterans are at the centre of service decision-making
- Lead the establishment of accountability structures to ensure responsibility is delegated appropriately to enable decision-making close to service provision.
- Lead, manage and motivate staff to deliver and improve services to meet the needs of veterans.
- Ensure all staff are appropriately line managed, either directly or through delegated responsibility.
- Develop the business and planning processes throughout the Charity to deliver services to required standards and within the available resource base.
- Develop processes for the entire team to jointly manage the business, delivery and development of services.
- Ensure the efficient and effective control over the management of expenditure and income.
- To ensure compliance with the essential standards of the associated regulatory bodies.
- Responsibility for the recruitment , retainment and selection of staff.
- To provide leadership, management support, guidance and supervision to direct reports, and through them to other staff within each region.
- To promote and contribute to the development of the service within a culture of continuous change.

### **Financial & Performance Management**

- Responsible for managing the resources allocated to each service, to ensure the most efficient use of resources and contributing to the financial objectives as set out by the Charity.
- Where appropriate, action the procurement plans for equipment and supplies (capital and revenue) across the service areas as determined by the Charity.
- Lead on all cost improvement targets within their service areas ensuring all expenditure targets and cost improvement plans are met.
- Act as a budgetary signature to authorise expenditure in line with Charity's Standing Financial Arrangements.
- Implement agreed performance monitoring system for service delivery in line with current and future regulatory requirements, best evidence-based practice, and using professionally validated benchmarking tools.

### **Business Development**

- Continually assess the healthcare market within which Combat Stress operates, to ensure the Charity is best placed to achieve growth and has the appropriate strategies to mitigate risks.

- Develop and implement strategies to ensure all new business opportunities have sound business cases with the correct levels of authorisation, planning, and financial input.
- Support the Director of Services and Executive Management Team in delivering a wide range of projects, ensuring all elements of the projects are underpinned by sound business management principles.
- Apply a range of service improvement techniques e.g. process mapping, and capacity and demand analysis, to develop and understand opportunities and constraints to service delivery that pertain to the Director of Services' area of responsibility.
- Work with the Director of Services to strengthen existing partnership arrangements and develop the case to support new service and business partnerships, commercial ventures, and creative contract solutions to further the Charity's strategic aims.
- Work with the Veterans, the Executive Management Team, Charity Committees and senior leaders to ensure they are seen as customers, with customer satisfaction being central to strategic success

## **Quality & Improvement**

The post holder will:

- Take a leading role in the implementation of clinical strategy and oversee the implementation of clinical governance within the hubs, to ensure all services meet legal requirements and regulatory requirements
- Lead on service improvement projects and quality initiative programmes both within their service areas and across the Charity as required.
- Responsible for co-ordinating the investigation of serious untoward incidents and complaints in their services, ensuring necessary changes are made to working practices to prevent reoccurrence and lessons learned are shared.
- Responsible for minimising risk by implementing effective risk management strategies and drawing up effective risk management plans.
- Responsible for developing performance reports on activity and service performance for the Director of Services.
- Participate in the development of policies and procedures to develop the service and maintain compliance with legislative and regulatory requirements.

## **Audit and research**

- To lead on auditing of clinical practice and data collection for research, implementing findings to deliver evidence-based practice.

## **Staff Management**

- Responsible for developing short- and medium-term workforce plans to ensure these meet the service needs and staffing requirements.
- Provide direction and line management for day to day running of services, including line management of the senior management team, and other services' leads as directed by the Director of Services.
- Ensure regular arrangements are in place for both clinical and managerial supervision for team members and provide supervision for key staff.
- Responsible for ensuring all staff in their service areas have appraisals and personal development plans in place.
- Support the Charity in the reduction of staff sickness levels.

**Communication**

- Contribute to the communication strategy within and external to the Charity.
- Liaise and represent the Charity at external meetings with the Commissioners, other Charities and service providers/agencies.
- Support the Executive on any other projects as requested by the Director of Services.

**Clinical Responsibilities**

- Ensure treatment and support in the Hub are recovery-focused and provided in a person-centred way.
- To ensure treatment planning, risk assessment processes, local safeguarding procedures and organisational protocols are followed.
- To ensure NMC / HCPC/ and other professional standards are adhered to by all staff.
- Ensure effective arrangements are in place for medicines management, where appropriate, within the Hubs in accordance with policy and legislation.
- Ensure complaints and incidents are reported in a comprehensive and timely manner.
- Overseeing the planning, promotion and development of Recovery and Social Reintegration breaks, and the development of associated policies and procedures.

**Professional responsibilities**

- Develop patient pathways with clinical staff, to deliver best practice and make progress towards achievement of the Charities' strategic intentions.
- Ensure activity targets, waiting list targets and quality targets are met within agreed financial constraints to deliver the Charity's strategic direction, goals, objectives, contractual obligations, policies and procedures.
- Ensure the environment is fit for purpose and ensure appropriate contingency arrangements are made if it is not possible for the Charity to provide a normal service.
- Provide high profile visible managerial leadership and develop effective working relationships with staff at all levels.
- Ensure all staff maintain their professional registration, where appropriate to their role, and follow their guidelines for conduct and professional practice.
- Ensure confidentiality of all client data is maintained in line with organisational policy, UK GDPR and the Data Protection Act 2018.

**Administrative responsibilities**

- Ensure clinical records, psychometric testing reports and data collection is up to date, and in accordance with legislation and policies of the Charity, and that incident reports are completed in accordance with the policies of the Charity.

**General responsibilities**

- To fully understand and adhere to the policies and procedures of the Charity.
- To work in a flexible and responsive way to meet the changing needs of the service users and demands of the service.
- To promote a recovery focus throughout the Veterans' treatment journey.
- To promote equality, diversity and the rights of the service users.
- To follow safeguarding procedures to minimise risk of harm to children or vulnerable adults.
- To contribute to the maintenance of a healthy and safe working environment by adhering to Health and Safety Organisational policies.

- To work closely with the Fundraising and Communication Teams where appropriate

**Other Duties**

- To undertake any other duties at the request of the line manager which are commensurate with the role, including project work, internal rotation (as per contract) and absence cover.

**Risk Management**

As an employee of the Charity, the postholder is required to be risk aware and readily able to identify risks faced in the course of day-to-day duties. Where a new risk is identified it is to be reported through the postholder's line manager.

**Infection Prevention and Control**

Maintain an up-to-date awareness of the Infection control procedures relevant to your area of work and implement these in practice. As a minimum this must include hand hygiene and the use of personal protective equipment as appropriate.

Signature of postholder

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Print name

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Date

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