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| Post | Integrated Personalised Support Alliance (IPSA) Plus Programme Manager |
| Grade | 8b (52,306-£60,983) |
| Hours | 37.5 |
| Directorate | Lambeth Living Well Network Alliance |
| Location | Elmfield House, Stockwell |
| Responsible to | Joint accountability to: * Assistant Director Adult Social Care, Adults & Health
* SLaM Deputy Director, Community Services
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| Responsible for | Lambeth IPSA Services |
| Accountable to | As per professional qualification/sector (voluntary sector, social care or health) |

1. **Job Purpose**
* To provide systems leadership to the IPSA Plus Programme developing a robust programme management framework so that it meets its objectives
* To provide day to day general management to the Programme, having delegated responsibility to lead and manage the Head of Alliance Services (who manages the Alliance Rehabilitation Team (ART)) as well as joint delegated budget responsibility with the Head of Social Care of £8.5m. This will include budgets across tertiary, complex care, residential and nursing provision, spot in-patient rehabilitation and supported living. At present these budgets support approximately 439 people.
* To work alongside commissioning colleagues to ensure effective and efficient in-patient rehabilitation, housing and community support is available for the IPSA plus population.

**2. Communications and Working Relationships**

* Assistant Director Adult Social Care
* Head of Social Care – Lambeth Council
* South London and Maudsley (SLaM) Deputy Director – Community Services
* Clinical and Service Directors
* Thames Reach and Certitude senior managers
* Head of Alliance Services, together with ART team members
* Borough Medical Lead
* Consultant community, acute and inpatient rehabilitation Psychiatrists and Team Leaders
* Clinical Commissioning Group (CCG) and Local Authority (LA) Commissioners
* Housing providers – including providers of IPSA Plus schemes
* Mental Health Integrated Panel members and members from other panels as required.
* Local Council Housing Departments
* Finance colleagues across the alliance, notably Social Care and SLaM
* Service Users and Carers
* Alliance Operational Team colleagues
* There will also be a close working relationship with the Acute General Manager and the new developing ‘Occupied Bed Day’ (OBD) Acute team (a team supporting reduction of delays in the acute wards and admission avoidance to acute care where possible).

**3. Facts and Figures:**

From 1st July 2018, a new alliance contract was signed between South London and Maudsley NHS Foundation Trust, Lambeth Council, Certitude, Thames Reach (2 voluntary sector providers) and Lambeth Clinical Commissioning Group. The LWN Alliance is responsible for the large majority of the adult mental health services in Lambeth, including the existing Living Well Network (a network of services across housing, employment, community support and information) as well as all inpatient and community care. Together the partnership hold a vision that:

‘**Every citizen, whatever their abilities or disabilities, can flourish, contribute to society and lead the life they want to lead’.**

The IPSA Plus Programme is one of four active key transformation projects sitting alongside:

* The development of a new integrated community model of care based around 3 Living Well Centres (new services staffed by social workers, voluntary sector and clinical staff) which offer both short and longer term support
* A redesign of the crisis pathway
* Improvement in acute service provision

The IPSA plus, unlike the original IPSA project which predominantly supported those people in residential, nursing, complex placement and inpatient rehabilitation, focuses on housing support across the system. This includes the addition of tertiary placements and supported living.

Lambeth Council and CCG also commission block housing and community provision, which will soon be subject to re-tendering. This post-holder does not hold budget responsibility over this area, but is expected to work alongside commissioners in this procurement process and develop a robust interface with new schemes, supporting flow through the system.

The IPSA Plus programme will result in all resources being seen in one place, so that individuals do not become ‘siloed’ into separate pathways, so they can take advantage of all options available in the system (options which will be based on clearer criteria to meet need), thereby increasing choice and supporting more personalised recovery which are two key outcomes of the Living Well Collaborative

The key principles of IPSA Plus are to:

* Use the least restrictive setting as possible, flexing support to the needs of the individual
* Use an asset based approach – supporting use of the person’s existing skills and networks to support community living and recovery
* Supporting service user engagement and coproduction at all levels
* Performance management and accountability
* Developing a culture of joint working, supporting ownership of system issues such as reducing unnecessary use of acute care.

The underlying assumptions of the Programme are that:

* We can increase the efficiency of the existing housing and community support system to create more capacity and therefore manage demand.
* We can access mainstream housing provision to support flow through
* By providing increased personalised housing and community support we can find alternatives to inpatient admission, and reduce the length of stay in acute settings
* We can increase the quality of what is provided that is meaningful to the individual
* We can influence and provide support to mainstream provision to prevent entry into the system so that people can maintain their independence

**4. Key responsibilities**

4.1: Systems leadership/development of programme architecture

* To provide systems leadership to the IPSA Plus Programme developing a robust programme management framework so that it meets its objectives. This will include
	+ The development of a work plan, setting milestones
	+ Working alongside analysts to model activity, set targets relating to flow and finance
	+ Writing progress reports for senior colleagues, developing a risk register, and developing other relevant programme architecture as required
* Ensure the Programme is represented in relevant strategic planning groups, in health, social care and housing. To support this, the post holder will be a member of the Alliance Operational Team – a team of senior managers who oversee the operational management of the system.
* Take a lead role in working with other agencies to identify areas of joint work, service development priorities which would benefit the alliance

4.2: Operational general management to the Programme

* Lead and manage the Head of Alliance Services- who manages of the Alliance Rehabilitation Team – a team of social care staff, voluntary sector support workers clinicians and people with lived experience.
* Lead the running of the IPSA Advice Surgery – a panel of clinical, social care and voluntary sector colleagues to offer support to care co-ordinators in placement opportunities prior to attending more formal panels.
* Work alongside the Acute General Manager who has operational responsibility for the OBD Team to ensure there is a joined up acute/IPSA Plus recovery plan and services are working effectively together.

4.3 Joint delegated budget responsibility and financial responsibilities.

* The post holder will hold delegated budget responsibility together with the Head of Social Care over the following IPSA Plus Resources. This will include:
	+ The complex and tertiary placement budget (£M)
	+ The nursing and residential care budget (£)
	+ Supported living scheme budget (£ M)
	+ IPSA Plus specific schemes which include:
		- The Turrets – a community rehabilitation service led by Certitude with clinical in-reach from a psychiatrist, occupational therapist and psychologist. This can be used to support step down from the inpatient rehabilitation wards or as an alternative to them.
		- The Gateway- a 14 bedded accommodation resource for men
		- Lancaster Avenue – a 12 bedded housing resource for women
		- Railton Road – a 9 mixed housing facility
		- Access to any new BRIL (Brokerage Resettlement in Lambeth) independent flats.
* The post holder will jointly manage the above budget, monitor spending and regularly review expenditure, so that expenditure remains within the budget allocation, monitor potential areas where cost pressures may develop and implement recovery plans if necessary
* This will largely be managed by co-chairing the Integrated Mental Health Care Panel and Tertiary and complex care panels which agrees placements, and reviews in-patient rehabilitation, placement/housing and community support.
* With financial colleagues, develop an annual financial plan covering mainstream and short-term funding, including trends such as new service demands that may produce cost pressures.
* Ensure that standing financial practices are maintained and observed, and that reliable systems are maintained for monitoring the use of funding to deliver effective services.
* Together with the Head of Social Care, ensure saving plans are agreed, put in place and achieved.

4.4 Supporting commissioning colleagues to procure appropriate housing and community support.

* To have an overview of demand and need which will inform commissioning decisions.
* To ensure clear thresholds are identified for supported accommodation in partnership with Lambeth Housing
* Together with commissioning colleagues, to review existing services to ensure they are of the highest quality and are working towards recovery goals of those that they are supporting
* To support the Programme to develop new models of care which support a personalised approach, for example via personal health budgets.

Other

4.5 Human Resource Management

* Provide general management and authentic leadership to the service as a whole.
* Develop the skills of a diverse workforce that reflects the needs of the service and population it serves.
* Work with alliance partners to ensure that all staff has access to appropriate support for their continuing professional development, including arrangements to identify and meet their training and development needs in balance with the service needs.
* Ensure that appraisal and supervision is carried out according to agreed alliance governance processes and that staff objectives are met within the context of the service requirements and plans.
* Ensure the prompt recruitment, selection and induction of new staff to all posts in the service, according to Trust policy.
* Maintain a recruitment plan in line with service capacity needs and budget.
* Ensure that all other aspects of people management take place within the service, including: prompt action with regard to staff performance, sickness and attendance levels, all disciplinary and grievance matters.
* Ensure that our workforce is culturally competent and safeguard the safety and needs of service users and carers

4.6 Quality

* To be accountable for the delivery of high quality services, ensuring good patient experience which is close to home and minimises reliance on private care provision by contributing to the effective flow of the patient journey.
* Manage complaints and serious incidents process in the work stream, ensuring that investigations are carried out to alliance procedures, and in line with partner agency governance processes.
* Responsible for performance managing the quality of IPSA services across the ART, including quality improvement, patient safety, patient satisfaction, outcomes and compliance with alliance objectives
* To provide demonstrable assurance that service lines comply with all mandatory reporting and assurance frameworks to enable the Trust to achieve compliance.
* Support leads and frontline staff to deliver NICE concordant interventions.

4.7 Management of Communications and Information

* Ensure that staff, users, carers and other stakeholders are kept informed of current services, service developments and opportunities for change and that they are involved appropriately..
* Adherence across the system to information governance procedures

4.8 General Duties.

* Maintain a broad based knowledge of the management of health and social services, and of health and social care legislation, to support effective management decisions in the service.
* Work within statutory requirements; the relevant policies of the alliance; the practice guidelines and procedures for the services, and the parameters of the service specification for the service, including: equal opportunities policies / anti-discriminatory framework
* Health and safety requirements, including Health & Safety at Work Act 1974
* Use and assist others to use information technology systems to carry out duties in the most efficient and effective manner.
* There is an expectation that some contracted hours will be worked outside of normal office hours where the demands of the service make this necessary. To facilitate service accessibility there is a requirement for General Managers to be working towards one late evening or weekend day per week.
* Undertake any other duties as directed

**5. Person Specification**

Verified at interview **(I)**, by application form **(A)** or by a test **(T)**

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|  | **Essential** | **Desirable/To be developed in post** | **How tested** |
| **Education/ Qualifications** | Graduate Qualification Masters level education in a relevant subject or equivalent post-graduate experience Evidence of continuing professional development. | Recognised Professional Qualification in Social Work (DipSW/CQSW), Mental Health Nursing (RMN, RNLD or RGN), Psychology or any allied health/medical profession.  | A |
| **Experience** | Senior Management Experience in running a large number multidisciplinary teams or programme of work, with significant clinical or social care and business delivery targets. Experience of managing budgets and resources effectively Experience of leading and managing change to deliver organisational goals Experience of leading business planning processes and delivering targets within an agreed budget Experience of working within the NHS or a related public sector organisation Experience of individual and team Performance Management and Appraisals Experience of involving service users and carers in the development of services Experience of working within a multidisciplinary team. Experience of working in a coproductive and asset based wayExperience of working with a wide range of stakeholders at all levels, and across a wide range of cultures.  | Experience of project management | A&I A&I A&I A&I A&I A&I A&I A&I A,I&TA&I |

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