



JOB DESCRIPTION

Job Details

Job Title:	Team Lead – Therapy Department
Pay Band:	Band 7
Department / Ward:	Therapy Team Lead General Medicine

Organisational Arrangements

Accountable to:

- | | |
|---------------------|------------------------|
| 1. (Managerially) | Therapy Manager |
| 2. (Reporting) | Therapy Manager |
| 3. (Professionally) | Therapy Manager |

Job Purpose

- To undertake a team lead role for the organisation, co-ordination, delivery and evaluation of the therapy service to ensure efficient and effective provision of service.
- To be responsible for the deployment, supervision and development of all staff within the team.
- To undertake a clinical caseload to a high professional standard using specialist knowledge from theoretical and practical experience. To determine clinical diagnosis and treatment indicated for patients with complex physical and psychological conditions, and maintain comprehensive records as an autonomous practitioner.
- To encourage professional, clinical and personal development of all team members and ensure a cohesive service by close co-operation with colleagues.
- To act as a source of expertise on the management of therapy patients and provide an advanced advisory service to patients, senior therapists, other health care professionals, G.P.s and Consultants.
- To assist the Therapy Manager in forward planning and development of the service and by ensuring accurate collection of data and their collation and evaluation.

Job Summary

- To be responsible for the organisation and delivery of the therapy service under the overall direction of the Therapy Manager.
- To undertake a leading role in the comprehensive assessment and treatment of patients within the speciality (who may have highly complex and/or chronic presentation) and subsequently plan and deliver high quality treatment programmes.

- To hold responsibility for own caseload, determine clinical diagnosis and therapy treatment indicated and to maintain records as an autonomous practitioner.
- To be actively involved in audits, surveys and evidence-based projects to further own and team's clinical practice and to take the lead on implementing any Policy and/or service changes as a result. To agree a schedule of tasks and dates for delivery with the Therapy Manager.
- To provide clinical leadership to all members of the therapy team through supervision, training and appraisal.
- To be recognised source of clinical expertise/advice within speciality area and represent the Trust both nationally and internationally.
- To deputise for the Therapy Manager when required.

Duties and Responsibilities

Clinical

- To be professionally and legally responsible and accountable for all aspects of your own work including management of patients in your care, and supporting all staff within the therapy team to do likewise.
- To ensure a high standard of clinical care for the patients under your management and support more junior staff to do likewise.
- To accept clinical responsibility for a designated patients caseload and to organise this effectively and efficiently, with regard to clinical priorities and use of time.
- To undertake all aspects of clinical duties as an autonomous practitioner
- To undertake the comprehensive assessment of patients by using clinical reasoning. This includes those with diverse or highly complex presentation and multi pathologies.
- To interpret and analyse clinical and non-clinical facts in a wide range of highly complex conditions in order to recommend the best course of intervention and to develop comprehensive treatment plans.
- To plan and deliver individual therapy management / treatment programmes, based on specialist knowledge of evidence-based practice and a wide range of treatment options, supporting all staff within the team to do likewise.
- To reassess/evaluate patient progress and alter treatment programmes as required.
- Where applicable, to discuss assessments with consultants and general practitioners and advise on best treatment options.
- To identify specialist equipment to improve the mobility and functional independence of the patient. To instruct patients and their carers in its safe use; to order or issue this equipment in line with the therapy department and community equipment service protocols. To advise community teams on appropriate equipment where it is their responsibility to assess and provide it or liaise with relevant professional lead within the appropriate clinical speciality.

- To apply a high level of understanding of the impact of disability and provide training and advice on lifestyle changes and adaptations to the patients social and physical environment.
- To frequently provide specialist advice when requested by professionals in other organisations regarding the treatment and care of their patients.
- To provide specialist advice to community-based therapists and patients regarding environmental adaptations. To be an advocate for patients regarding their specific needs to ensure sufficient funding is granted or liaise with relevant professional lead within the appropriate clinical speciality.
- To represent the therapy service and / or individual patients and communicate effectively at multi-disciplinary team (MDT) meetings or ward rounds, to ensure the delivery of a coordinated multidisciplinary service and integrate therapy treatment into the overall treatment programme. This will include discussion of patient diagnosis, progress, appropriate referrals for further interventions and involvement in discharge planning
- To demonstrate highly developed dexterity, co-ordination and palpation skills for assessment and manual treatment of patients.
- To provide spontaneous and planned advice, teaching and instructions to patients, relatives / carers and other professionals, to promote understanding of the aims of therapy and to ensure a consistent approach to patients care.
- To communicate effectively with patients, relatives and carers, to ensure understanding of their conditions; to give sensitive / emotive information around diagnosis and or / outcomes to maximise rehabilitation potential. Communication skills of persuasion, motivations, explanation, empathy and encouragement are needed as barriers to effective communication will regularly be evident, e.g. loss of hearing, altered perception, poor body awareness, language disorders, learning difficulties, pain, fear, psychological / emotional barriers, denial and unrealistic expectations .
- To assess patients understanding of treatment proposals, gain informed consent and have the capacity to work within a legal framework with patients who lack capacity to consent to treatment and support all other staff within the team to do likewise.
- To support patients through acceptance of stressful, complex physical conditions.
- To maintain accurate, comprehensive and up-to-date documentation, in line with legal and departmental requirements and communicate assessment and treatment results to the appropriate disciplines in the form of reports / letters
- To act as a recognised source of expertise to provide highly specialised advice, teaching and training to therapy colleagues working within other clinical specialities and to other members of the multidisciplinary team regarding the management of patients.
- To represent the Trust externally (locally, regionally and nationally) regarding therapy services to patients within own speciality.
- To be responsible for your own and the team's safe and competent use of all electrotherapy equipment, gym equipment and patients aids / appliances as appropriate
- To take on the role of lead therapies for the implementation of relevant Trust of national guidelines / standards.

Operational / Managerial

- To organise, manage and deliver the highly specialised therapy service, delivering a very high standard of care to patients within the Trust.
- To be responsible for the delivery of the activity within the team as per the Trust business plans and the therapy department objectives.
- To plan, develop and evaluate the therapy services within the team, introducing clinical standards in liaison with relevant specialist colleagues, and to be responsible for defined projects.
- To participate in relevant finance, informatics, business and clinical governance meetings.
- To manage sickness absence within the team in line with the Trust Sickness Absence Policy
- To ensure staff within the team have attended the trust's requirements for mandatory and statutory training.
- To ensure effective communication within the team, ensuring the cascade of the Trust's team brief, each month.
- To adhere to the Trust's Recruitment and Selection policy to ensure effective recruitment of staff to the team.
- To ensure the effective management of conduct and capability issues, following the capability or disciplinary process as appropriate. To conduct investigations and present at formal meetings and hearings as necessary.
- To conduct appraisal for senior team members and ensure that all other team members receive an annual appraisal and have set personal development objectives.
- To communicate effectively with team members regarding patients treatment and service development
- To provide a high standard of guidance and supervision to all therapy staff and students working with the therapy team. To be responsible for the day to day planning, management and delivery of the therapy service from the relevant team.
- To ensure that staff are deployed appropriately to deliver the activity in accordance with the Trust business plan and therapy objectives.
- To be responsible for the collection of appropriate data and statistics for the use by the department. This will include collation and evaluation of staffing levels / referral levels / patients seen and other relevant statistical information required to monitor the therapy service.
- To collate, monitor and evaluate monthly, quarterly and annual figures and statistics for the therapy service; for use by the Therapy Manager to create activity reports for the department.
- To be responsible for analysing and acting on statistical information to develop changes and improve the service within the team.
- To be responsible and prioritise own workload between clinical, managerial and professional demands, according to a work plan agreed with the Therapy Manager and delegate where appropriate.
- To monitor workload of all staff within the team ensuring efficient use of their time. To actively encourage staff to evaluate their own workload, balancing patient related and professional demands. To make changes and improvements as necessary and ensure that these remain in accordance with those of the department as a whole.

- To be responsible for ensuring that all staff are delivering a high quality service to patients by continual development of practice in the light of research evidence, National Service Frameworks, NICE guidelines and clinical guidance and by audit against clinically relevant standards.
- To ensure that all staff comply with the organisational and departmental policies and procedures and to be responsible for organising the regular review and update of said policies as appropriate.
- To ensure that within the team, there is an environment and way of thinking that improves health and safety, security, equality and diversity with an open "no blame" culture.
- To be responsible for all equipment used by the team and to ensure that all staff adhere to the departmental equipment policies, including competence to use equipment and to secure the safe use of equipment by others through teaching, training and supervision of practice
- To actively participate in senior staff and departmental staff meetings, to assist the manager in forward planning, implementation of ideas and goal settings for the therapy service as a whole.
- To assist the Therapy Manager in the costing of the therapy service for future planning and contracting, helping to ensure that the Trust resources are used as efficiently as possible.
- To assist the Therapy Manager in identify opportunities to promote and market the therapy service.
- To be responsible for the monitoring of quality of care through clinical practise and benchmarking and take appropriate action if standards are not met.
- To be the initial point of contact in the event of a complaint relating to the team / service, in conjunction with the Therapy Manager, comply with the Trusts complaints procedure.
- To assist the Therapy Manager and professional lead therapists when required.

Research and Education

- To apply audit and research skills to evaluate clinical practice and, keeping up to date with developments within specialist field, disseminate information and ensure that all practice on best available evidence.
- To audit the impact of implementation of new protocols across the service and facilitate any changes required (this may involve negotiation in changing practice of a highly skilled multidisciplinary team or significant changes in practice to senior professionals within a uni-professional service).
- To be responsible for delivering the relevant elements of the therapy annual audit plan.
- To establish appropriate outcome measures for use within the department, in order to provide evidence of the effectiveness of therapy intervention.
- To contribute personally and encourage all staff members to contribute to research within their specialist field.
- To communicate with and support other members of the team, in order to encourage and support research and development projects undertaken within the team, as agreed with the Therapy Manager
- To have a basic level of IT competence and to ensure the continual development of skills by oneself and all therapy staff. To assist with the implementation of all new IT hospital initiatives into

the Therapy Department, to include close liaison with the onsite IT department to ensure smooth transition and the arrangements of appropriate staff training to implement new working policies.

- To train, supervise and performance-manage less experienced therapy staff, TI's assistants and students. This will include the use of formal appraisal.
- To organise an effective in-service training programme for the team and to participate in this and any multidisciplinary programmes as an active member, by attendance and delivery of presentation and training sessions.
- Complete annual statutory training, and be responsible for applying the learnt principles to everyday practice e.g. departmental fire evacuations, response to a hydrotherapy pool emergency situation and correct evacuation technique, safe manual handling techniques; thereby providing a safe working environment for patients and peers.
- To lecture / present to medical and multidisciplinary teams, both national and international, who come to RJAH for training or at other venues

Professional

- To be responsible for maintaining and developing own competency to practice through clinical professional development activities, including relevant internal and external courses, IST, tutorials, training sessions, reflective practice and the maintenance of an up-to-date CPD portfolio; to ensure an advanced level of knowledge and skills
- To set high personal standards in line with the CSP / BAOT rules of professional conduct, departmental and Trust standards, to ensure an advanced level of knowledge and skills
- To be a recognised source of expertise within own area of speciality for senior therapy colleagues and other healthcare professionals.
- Lead the development and implementation of protocols and clinical guidelines for the service and be responsible for review and evaluations of outcomes.
- To co-ordinate, contribute and participate in the staff appraisal scheme and personal development plan as both appraiser and appraised.
- Undertake measure and evaluation of own work and work of all other staff within the team for efficacy and efficiency, in line with current therapy practice. This will be through application of evidence based practice, audit, research, outcome measures and reflective practice.
- To recommend changes in clinical practice with advanced practice colleagues and lead implementation of new working initiatives to improve the quality of the therapy service.
- To ensure effective, clear communication from all staff within the team regarding highly complex patient information. This information will be directed to consultants, general practitioners and other members of the multidisciplinary team locally, regionally, nationally and internationally, to ensure delivery of a co-ordinated service.
- To demonstrate a sound understanding of clinical governance and risk management and apply to work situation to ensure that all staff within the Team adhere to local and regional policies.
- To promote good relationships and close liaison with all colleagues, medical and paramedical staff, ensuring effective communication and reporting.

Supporting Information

Team Lead Therapist

Effort

1. Daily manual handling of patients varying from minimal assistance required, to long term immobile morbidly obese – throughout the day with every patient seen – as often as every half hour
2. Daily manual handling of patients limbs +/- splints etc. as part of manual therapy treatment techniques – short periods up to 20 minutes in one go – as often as every half hour
3. Daily handling of patients within wheelchairs and equipment e.g. beds – short periods of time as often as every half hour
4. Sustained postures during all treatment sessions throughout the day – periods 5 – 10 minutes at one time – up to 5 sessions per day
5. Daily rehabilitation of long-term sick / heavy patients e.g. rehabilitation of sitting balance, transfers from bed to chair, standing, walking – up to half hour in one go – up to 5 patients per day
6. Kneeling, bending, reaching and stretching to facilitate treatment sessions including demonstrating balance, agility and muscle strengthening activities – constantly with every patient throughout the day – up to 5 sessions per day.

Mental

1. Prolonged concentration for the majority of the day to assess and diagnose patients, write notes and reports, give complex treatments, assess the effects and plan further treatments, collating information from various sources to aid in the final outcome of treatment intervention.
2. Unpredictable interruptions every day, from telephone calls from / or regarding patients, or requests for advice / help from therapists, therapy manager, students or other members of the hospital staff, necessitating a change in activity to deal with specific requests. This can happen up to 20 times a day.

Emotional

1. There is often a need to give patients with progressive disorders, potentially upsetting or distressing news with regards to outcomes of therapy intervention and limitations of mobility and function – up to 1 time per week.
2. Dealing with difficult patient situations with complicated social circumstances, supporting and treating patients with highly complex conditions, and their families and carers as appropriate – up to 2 or 3 patients throughout the day
3. Dealing with distressed patients and their relatives on a daily basis – once a day
4. Rare exposure to traumatic incidents, e.g. collapsed patients requiring emergency treatment, such as cardiopulmonary resuscitation or crash call – on average once every 6 weeks
5. Dealing with complaints (telephone and face-to-face) and aggressive and / or uncooperative patients and their relatives – on average 4 times a week.
6. Re-organisation of priorities throughout the day, dependent on the clinical needs of the patients / managerial duties, and the required need for clinical and / or emotional support of therapy staff within the team – constantly throughout the day

Working Conditions

1. Contact with vomit, blood, sputum and urine – constant potential risk during clinical working
2. Exposure to noise, dust, dirt, smells, fluctuating temperatures, sweat and tears on a daily basis throughout the whole shift
3. Potential for contact with head lice and fleas – constant potential risk.

Risk Management & NHSLA Good practice

Risk Management involves all staff identifying circumstances and practices which put patients at risk of harm, and then acting to both prevent and control these risks.

Staff are required to improve the quality of care by identifying, reporting and analysing actual and potential adverse events through the trust's Clinical Incident Reporting system.

Central to every clinician's practice should be the control and reduction of risk by changing clinical and organisational practice in order to eliminate or reduce adverse events.

All clinical staff are required to familiarise themselves with the Trust's Clinical Risk Management Strategy and all other Clinical Risk policies and guidelines, including the Trust's Complaints Procedure. (These documents are available on the Trust's Intranet Site).

Risk Management and Health and Safety

All employees of the Trust have a statutory duty of care for their own personal safety and that of others who may be affected by employee's acts or omissions. Employees are required to co-operate with management to enable the Trust to meet its own legal duties and to report any circumstances that may compromise the health, safety and welfare of those affected by the Trust undertakings.

This requires the following:

- Compliance with the Health and Safety at Work etc Act 1974 and the Management of Health and Safety Regulations 1999 and any other relevant safety regulation.
- Being familiar with and following the provisions of the Trust's Health and Safety Policy and all other policies, procedures and safety rules of the Trust and your specific work place
- Co-operating with all measures the Trust takes to maintain a safe working environment. This includes using manual handling equipment, wearing personal protective equipment, etc.
- Compliance with all instruction and training given by members of the Trust relating to health and safety.
- Bringing to the attention of the Trust any situation considered to be a serious and imminent danger; also reporting any other perceived shortcoming in the Trust's health & safety arrangements.

Infection Control

It is the responsibility of all staff, in accordance with The Health Act 2006, to:

- Ensure high standards of hand hygiene and that good practices in infection control are promoted and maintained in their area of control
- Co-operate with all efforts to reduce and/or eliminate the risk of spread of undesirable/infectious organisms
- Adhere to the appropriate policies regarding screening, admission and transfer of potentially infectious patients
- Report to their Manager and Occupational Health all incidents of sharps injuries where the sharp is contaminated with blood or serum.
- Participate in any screening programmes initiated by the Director of Infection Prevention and Control

- Protect the health and safety of patients and other staff by informing their Manager and/or Occupational Health before reporting to work with transmissible harmful/potentially harmful conditions

Infection Control

Ward managers and departmental managers are accountable for managing compliance with Trust Infection Control Policies, Guidelines and Procedures, including hand hygiene, use of personal protective equipment and safe disposal of sharps. Infection Control is identified within the manager's appraisal and the appraisal of team members as a clear objective to achieve ongoing improvements in clinical practice. This is supported by the ongoing process of the relevant audits to ensure standards are maintained.

Confidentiality and Information Security

As a Trust employee, you are required to uphold the confidentiality of all records held by the Trust, whether patient records of Trust information. This duty lasts indefinitely, and will continue after you leave the Trust employment. Please ensure that you are aware of, and adhere to, the standards described in the Trust's Confidentiality Policy as you are required to preserve the confidentiality of any information regarding patients, staff (in connection with their employment), and the practice business and this obligation shall continue indefinitely.

A breach of this requirement will be regarded as gross misconduct and as such will be grounds for dismissal, subject to the provision of the disciplinary procedure."

This does not affect your rights and obligations under the Trust's Openness Policy.

Records Management

As an employee of the Trust, you have a legal responsibility for all records (e.g. including patient records, financial, personal and administrative) that you create or use as part of your work within the Trust. The records may be paper, electronic, microfiche, audio, videotapes or x ray images etc. All such records are considered public records (under the Public Records Act 1958). You must consult your manager if you have any doubt as to the correct management of the records with which you work.

Non-Medical Prescribing

The post holder;

- Where applicable, following completion of the non-medical prescribing course and registration with the NMC/AHP Professional body, undertake non-medical prescribing in accordance with the Trust non-medical prescribing policy, this includes to work within patient group directions for the supply and administration of medicines.
- Initiate drug therapy / medication as Nurse Independent Prescriber (NIP) or AHP Supplementary Prescriber within the parameters of agreed clinical guidelines and in accordance with present legislation, supply and prescribing of medications, including ongoing monitoring, assessment, evaluation and revision of therapies.

Competence

You are responsible for limiting your actions to those which you feel competent to undertake. If you have any doubts about your competence during the course of your duties, you should immediately speak to your line manager/supervisor.

General

This job description does not attempt to describe all the tasks the post holder will undertake. It does indicate the degree of authority, range of duties covered and the flexibility required for the job.

This job description may be amended in consultation with the post holder as developments evolve, and as part of the appraisal process.

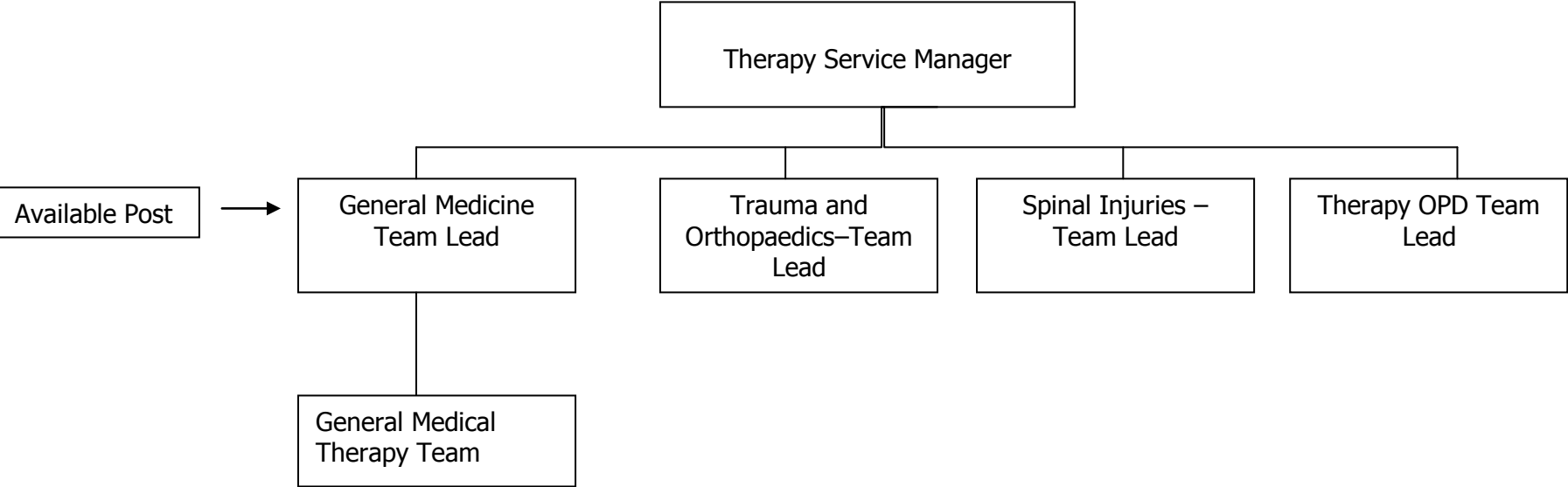
You have a responsibility for ensuring that you are committed to maintaining a high quality service to patients by continual development of practice in the light of research evidence, National Service Frameworks, NICE Guidance and Clinical Guidance and by audit against clinically relevant standards.

To suggest and implement improvements to services, exercising professional responsibility, including lifelong learning within an open "no-blame culture".

To promote equality and value diversity.

Prepared by/Reviewed by
Prepared/Reviewed date

ORGANISATIONAL CHART



PERSON SPECIFICATION FOR THE POST OF TEAM LEAD – THERAPY DEPARTMENT

Criteria	Essential Requirements	Desirable Requirements	Evidenced by
Qualifications/Training	Relevant Degree / Diploma in Physiotherapy or OT MCSP / MCOT	MSc or equivalent Member of special interest group	e.g. Certificates – verified and copies of originals taken for personal file
Experience	At least 5 years senior experience with at least 3 years senior within the relevant speciality. Project / Team Leadership Experience in managing service delivery	Experience in rehabilitation Management experience / skills	e.g. Application form Interview References
Skills and Competencies	Excellent leadership and interpersonal skills Good team member Supervision of senior therapy staff Ability to organise and prioritise Ability to cope with stressful environment and work under own initiative. Mature and tactful approach to problem solving and change management	Ability to pass on skills / knowledge	e.g. Certificates Application form Interview References Recruitment competency test
Post Reg. Education	CPD file with evidence of IST and reflective learning. Substantial Post graduate studies.	Relevant courses in clinical skills Leading an Empowered Organisation type course	
Knowledge (including specialist or technical knowledge required)	Advanced knowledge within relevant speciality. Evidence of critical evaluation and problem solving approach to treatments IT skills Knowledge of clinical governance and its implications.	Experience in research Experience in audit Knowledge of NHS reforms Presentation skills Project Management	e.g. Application form Interview- e.g. scenario questions References
Personal Qualities & Trust Values	To exemplify the Trust Values: Friendly – patients, colleagues, public are always put at ease and made welcome Excellence – ensure the care we deliver has great outcomes for patients Caring - put the patient first and be considerate of their needs Professional - apply high professional standards to your role Respect - for patients and each other To demonstrate self-confidence and maturity in work and other activities		e.g. References