

JOB DESCRIPTION

1. General Information

JOB TITLE:	Service Lead - @home Service
GRADE:	8B
HOURS:	37.5
RESPONSIBLE TO:	Head of Nursing
ACCOUNTABLE TO:	Clinical Director

Guy's & St Thomas NHS Foundation Trust

Guy's and St Thomas' NHS Foundation Trust comprises five of the UK's best known hospitals – Guy's, St Thomas', Evelina London Children's Hospital, Royal Brompton and Harefield – as well as community services in Lambeth and Southwark, all with a long history of high quality care, clinical excellence, research and innovation.

We are among the UK's busiest, most successful foundation trusts. We provide specialist care for patients including heart and lung, cancer and renal services as well as a full range of local hospital and community services for people in Lambeth and Southwark.

We have a long tradition of clinical and scientific achievement and – as part of King's Health Partners – we are one of England's eight academic health sciences centres, bringing together world-class clinical services, teaching and research.

We have around 22,700 staff, making us one of the largest NHS Trusts in the country and one of the biggest employers locally. We aim to reflect the diversity of the communities we serve and continue to develop new and existing partnerships with local people, patients, and neighbouring NHS organisations, local authorities and charitable bodies and GPs.

We strive to recruit and retain the best staff as the dedication and skills of our employees lie at the heart of our organisation and ensure that our services are of the highest quality, safe and focused on our patients

Integrated and Specialist Medicine Clinical Group

Guy's and St Thomas' has a Group Operating Model with four clinical groups, each led by a senior clinical group executive team which allows for senior decision making closer to the front line.

Integrated and Specialist Medicine Clinical Group comprises nine directorates:

- Acute and General Medicine
- Integrated Local Services
- Therapies and Rehabilitation
- Inpatient Services- Site management including Infection control
- CLIMP
- Dental
- Medical Specialities

- Specialist Ambulatory Services
- Pharmacy

Together, these directorates have a workforce over c7,000 staff. The directorates have services located at Guy's and St Thomas' hospitals and across the community in SE London.

Integrated Local Services Directorate

The Integrated Local Services directorate provides a range of community and inpatient health services for adults within the communities of Lambeth and Southwark, with some services also provided in Lewisham. Our hospital-based inpatient and outpatient services provide care for adults from across the region and are delivered in various locations including health centres, community bed-based units, patients' homes and a range of other community locations.

We have a multi-disciplinary workforce of around 1000 wte staff and a budget of £64million

The GSTT @Home service

The multi-disciplinary @Home service offers acute clinical care at home that would otherwise be carried out in the hospital including the Urgent Community Response 2-hour crisis response, as well as all same day/next day intermediate care urgent response interventions. The @home service had a 10-year history within this field. This may include health and social care involvement to ensure patients remain safe in their home environment or facilitate discharge from hospital. The service provides step-down care for people being discharged from our local hospitals (including GSTT and KCH sites) and step-up care for patients in their own homes. The service operates from 8am-11pm, 7 days per week, and is a key component of the organisation's provision of services that fall under the definition of 'virtual ward'. The service lead is supported by a wider management team which includes the service manager, medical lead and AHP lead.

Organisational Values:

Our values help us to define and develop our culture, what we do and how we do it. It is important that you understand and reflect these values throughout your employment with the Trust.

The post holder will:

- Put patients first
- Take pride in what they do
- Respect others
- Strive to be the best
- Act with integrity

Our [values and behaviors framework](#) describes what it means for every one of us in the Trust to put our values into action. The framework can be found on our Trust careers pages and GTIntranet.

2. Job Summary

The postholder will work clinically within the service and hold the role of Service Lead. The multi-disciplinary @Home service offers acute clinical care at home that would otherwise be carried out in the hospital including the Urgent Community Response 2-hour crisis response, as well as all same day/next day intermediate care urgent response interventions. The @home service had a 10-year history within this field. This may include health and social care involvement to ensure patients remain safe in their home environment or facilitate discharge from hospital.

The post holder is accountable to the Head of Nursing and works in partnership with colleagues in the service management team to ensure the service delivers on all of its objectives and operational key performance indicators. They are responsible for providing the Service leadership on a range of issues and initiatives and will deputise for the Head of Nursing as required.

The post holder is accountable for the delivery of high quality, cost effective nursing patient care within budget constraints. They provide strong leadership to enable the services to respond effectively to the challenges it will face whilst providing efficient clinical services and sustained improvements. The Service Lead also provides professional leadership to allied health care professionals within the Service.

3. Key relationships

Service Manager, Medical Lead, AHP Lead, Head of Nursing, Deputy Director of Nursing, Clinical Director, Matrons, Charge Nurses, Infection Control team, Operations Manager, Business Development Managers, Senior QIPS Manager & team, Trust Consultants, GPs and other Medical Staff, Service Managers, Clinical Nurse Specialists, Allied Health Professionals, Finance Managers.

4. Duties and Responsibilities

4.1 Leadership

- To provide the Clinical Service Leadership for the @Home service, including contributing to work on our Urgent Community Response provision and our work on virtual ward expansion, supported by the Directorate Management Team.
- The Service Lead will be responsible for delivery of the agreed outputs for the service. The agreed outputs will be set out in the Directorate's annual business plan.
- The Service Lead will ensure that the resources allocated to the service are properly and effectively deployed to deliver agreed outputs
- The Service Lead will hold the Service Management Team to account for delivery against their personal and the service's objectives through regular performance review meetings
- The Service Lead will ensure effective action is taken where performance falls below, or is at risk of falling below expected levels, by setting remedial plans with the service manager and clinicians and appropriately challenging any failure of these plans to deliver improvements.

- The Service Lead is responsible for escalating any risk to delivering agreed outputs to the General Manager, Head of Nursing and Clinical Director.
- To professionally lead nursing services and provide coaching and support to develop staff.
- To ensure effective clinical practice and the highest of professional standards from the clinical and professional workforce.
- To lead a culture of professional accountability and responsibility to patients, ensuring that staff learns from complaints, near misses, clinical incidents and all forms of patient feedback. To ensure that any investigations are appropriately undertaken and that root cause analysis informs action plans which are properly implemented and monitored.
- To ensure that robust personal and clinical supervisory processes are in place and recorded appropriately. To ensure that appraisal systems reflect service and organisational priorities and individual learning and development needs of staff.

4.2 Clinical work

- The postholder will maintain a senior clinical role in the service with a focus on patient-facing care and support for the MDT. This will be formalised via a job plan on appointment which will be reviewed annually.
- The postholder would be expected to provide clinical care as part of their role within service deliver.

4.3 Clinical governance

- The Service Lead is responsible for the delivery of the service in line with agreed internal and external clinical governance standards, other Trust-wide policies and processes and best practice requirements.
- The Service Lead will ensure that there is appropriate participation in the timely investigation and completion of all risk events relative to the service, and will actively support staff involved in risk events. This will include Duty of Candour and attendance at internal Clinical Governance meetings and broader Trust level meetings such as the Serious Incident Assurance Panel (SIAP).
- The Service Lead will give clinical leadership to the specialty for all aspects of Infection Prevention and Control (IPC) and attend the IC Clinical Lead meetings, or send a deputy. In particular, they will contribute to the RCA process (e.g. MRSA bloodstream infections, C difficile clusters, surgical wound infections), attend or send a deputy to RCA, outbreak and infection SI meetings; ensure participation in Trust antibiotic stewardship programmes; and be responsible for both effective dissemination of the Service's IC scorecard and reporting remedial action plans to the Trust IC Committee
- The Service Lead will ensure that clinical staff within the service comply with Directorate and Trust processes and systems.
- The Service Lead will ensure that service guidelines and policies are kept updated and benchmarked against relevant national policies and standards e.g. NICE, CNST, NHSLA
- The Service Lead will ensure that complaints are dealt with inside agreed timeframes

4.3 Staff management

- The Service Lead will ensure that that all staff within the service are effectively managed and developed within Trust-wide policies and procedures
- The Service Lead will ensure that all staff are offered enhanced appraisal by a suitable trained appraiser and that the service has sufficient trained appraisers to allow for this.
- The Service Lead will ensure that relevant staff complete annual job planning in order to align individual job plans with the objectives of the service
- The Service Lead will provide leadership to the multi-disciplinary team across the service
- The Service Lead will be responsible for the local induction of staff working in the service.
- Ensure the workforce is developed to its full potential, to include recruitment and retention, appraisal, personal and professional development, leadership skills, regular supervision, induction programmes and preceptorship for new members of staff.
- Develop clinical and rotational placements, working with managers and professional leads within the service and other NHS Trusts, to develop innovative placement opportunities. Support those staff providing clinical placements to students.

4.4 Quality Assurance

- Ensure evidence-based practice is embedded in the practice of all staff and oversee the implementation of relevant national and local guidance and standards.
- Ensure clinicians maintain high professional standards through professional supervision and competency development, the GSTT appraisal process and clinical supervision to meet agreed objectives in line with CQC standards and requirements of professional registration bodies via the revalidation process.
- Ensure clinical governance & quality assurance systems and monitoring are in place in all service areas.
- Deliver a co-ordinated approach to quality, risk management, audit and positive performance management delivering a set of reports that includes a balanced scorecard which achieves reliable key performance indicator data, for managers, commissioners and clinicians.
- Ensure infection control standards across all areas meet national guidelines, and are monitored with effective action taken.
- Manage and respond to complaints and adverse incidents

4.5 Financial Management

- The Service Lead is responsible for delivering a balanced budget for the service.
- The Service Lead should identify potential efficiencies for the service and work with the General Manager and wider management team to deliver them.

4.6 Strategy and service improvement:

- The Service Lead should set strategic direction for the service within the overall context of the Directorate and the wider healthcare system
- The Service Lead should work with the Directorate Senior Management Team in developing and reviewing the Directorate's strategy, in particular by identifying both

improvements and new opportunities within the service arising from changes in the external environment or internal innovation

- The Service Lead should identify and implement service improvement projects within the service
- The Service Lead should support the Clinical Director and General Manager and Head of Nursing/Midwifery in representing the Trust within the NHS and community, and with partner organisations, and work closely with them to institute integrated working across King's Healthcare Partners in the best interests of patient care and to ensure appropriate public and patient involvement in assessing service quality and improvements.

4.7 Research, education and training

- Support the development and implementation of research, education and training programs within the service
- Be responsible for developing own skills and knowledge and contribute to the development of others.
- Work in collaboration with the MDT to monitor and regulate training and development of all staff to ensure:
 - All staff are appraised using GSTT systems.
 - All mandatory training is undertaken in a timely manner and recorded as such.
 - Monitor and regulate study leave to ensure consistency and equality.
 - Ensure clinical environments are fit to receive students
 - All staff are competent in care skills and have passed their Medicines Management test.
 - Ensure all staff are prepared for revalidation by their professional regulatory body.

4.8 Professional standard and patient experience

Promote excellent standards in all departments through:

- Promotion of a nurturing environment for patients, relatives, visitors and staff through monitoring, measuring and actioning and evaluating.
- Advocating for patients at all times.
- Visible and accessible in clinical settings, contributing to patient care
- Ensuring patient feedback in the departments , displaying results and responding to adverse outcomes and celebrating successes.
- Driving the privacy and dignity challenge.
- Provide leadership on clinical supervision for nurses across the service.
- Lead the implementation of the safety initiatives across the service.
- To provide professional leadership on medicines management, protocols and PGDs across teams.
- Lead by example on relevant Trust infection control protocols, regulations and guidance.

4.9 Additional Responsibilities

- To act as Investigating and/or Hearing Officer at disciplinary hearings, etc. as required
- To represent the trust across organisational forums:- i.e. pan London, local forums
- To maintain own clinical practice and registration.
- To act up and exercise delegated authority for other members of the Integrated Local Services Management Team.

4.10 Personal Development in the Service Lead Role

It is anticipated that effective performance as a Service Lead will require the post holder to be supported to undertake the development in the following areas in addition to Trust mandatory training requirements:

- Regular attendance at the Service Leads' Forum.
- Enhanced appraisal training
- Values Based Behaviour training
- Other training identified via regular appraisal/PDR processes

General Provisions

There is no on-call attached to this post. The post-holder will be expected to work flexibly to meet the needs of the service. The job description is a reflection of the current requirements and may change emphasis or detail as a consequence of subsequent Trust initiatives and developments.

The following statement forms part of all job descriptions:-

The post holder is required to follow Trust policies and procedures which are regularly updated including:

Confidentiality / Data Protection / Freedom of Information

Post holders must maintain the confidentiality of information about patients, staff and other health service business in accordance with the Data Protection Act of 1998. Post holders must not, without prior permission, disclose any information regarding patients or staff. If any member of staff has communicated any such information to an unauthorised person those staff will be liable to dismissal. Moreover, the Data Protection Act 1998 also renders an individual liable for prosecution in the event of unauthorised disclosure of information.

Following the Freedom of Information Act (FOI) 2005, post holders must apply the Trust's FOI procedure if they receive a written request for information.

Information Governance

All staff must comply with information governance requirements. These includes statutory responsibilities (such as compliance with the Data Protection Act), following national guidance (such as the NHS Confidentiality Code of Practice) and compliance with local policies and procedures (such as the Trust's Confidentiality policy). Staff are responsible for any

personal information (belonging to staff or patients) that they access and must ensure it is stored, processed and forwarded in a secure and appropriate manner.

Equal Opportunities

Post holders must at all times fulfil their responsibilities with regard to the Trust's Equal Opportunities Policy and equality laws.

Health and Safety

All post holders have a responsibility, under the Health and Safety at Work Act (1974) and subsequently published regulations, to ensure that the Trust's health and safety policies and procedures are complied with to maintain a safe working environment for patients, visitors and employees.

Infection Control

All post holders have a personal obligation to act to reduce healthcare-associated infections (HCAIs). They must attend mandatory training in Infection Control and be compliant with all measures required by the Trust to reduce HCAIs. All post holders must comply with Trust infection screening and immunisation policies as well as be familiar with the Trust's Infection Control Policies, including those that apply to their duties, such as Hand Decontamination Policy, Personal Protective Equipment Policy, safe procedures for using aseptic techniques and safe disposal of sharps.

Risk Management

All post holders have a responsibility to report risks such as clinical and non-clinical accidents or incidents promptly. They are expected to be familiar with the Trust's use of risk assessments to predict and control risk, as well as the incident reporting system for learning from mistakes and near misses in order to improve services. Post holders must also attend training identified by their manager, or stated by the Trust to be mandatory.

Flexible Working

As an organisation we are committed to developing our services in ways that best suit the needs of our patients. This means that some staff groups will increasingly be asked to work a more flexible shift pattern so that we can offer services in the evenings or at weekends.

Safeguarding children and vulnerable adults

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

Sustainability

It is the responsibility of all staff to minimise the Trust's environmental impact by recycling wherever possible, switching off lights, computers monitors and equipment when not in use, minimising water usage and reporting faults promptly.

Smoking Policy

The Trust is committed to providing a healthy and safe environment for staff, patients and visitors. Staff are therefore not permitted to smoke on Trust property or in Trust vehicles

Review of this Job Description

This job description is intended as an outline of the general areas of activity and will be amended in the light of the changing needs of the organisation. To be reviewed in conjunction with the post holder.

AF/SK Jan 2024

PERSON SPECIFICATION

Service Lead- @Home Service

	<u>ESSENTIAL</u>	A/I/T*	DESIRABLE	A/I/T*
Qualifications/ Education	<p>Registered Nurse/Registered Allied Health Professional</p> <p>A Masters Level qualification or post graduate qualification in nursing or equivalent experience and ability</p> <p>Post registration qualification in relevant clinical area</p> <p>Proven track record of developing nursing practice</p> <p>Evidence of training in first line management and leadership e.g. disciplinary/ grievance, recruitment and selection, change management.</p> <p>Post qualification courses or portfolio of evidence demonstrating comprehensive understanding of relevant clinical area to include management and leadership.</p> <p>Post qualification training in management and leadership skills.</p>	<p>A</p> <p>A</p> <p>A/I</p> <p>A/I</p> <p>A/I</p> <p>A/I</p>	<p>Completed a recognised management qualification</p> <p>Experience with Virtual Wards or Urgent Community Response</p>	<p>A</p> <p>I/A</p>
Professional/ Statutory Registration	First level registered Nurse	A		
Previous experience	<p>Substantial post qualification senior clinician experience within the community setting and as part of a multi-disciplinary team</p> <p>Post qualification ward experience as Matron/Unit Manager or equivalent, managing nursing teams in a complex settings. To include embassy and international patients.</p> <p>Demonstrable previous success in leading and delivering change and performance by engaging clinical teams</p>	<p>A/I</p> <p>A/I</p>		

	<p>in strategic direction and delivery plans, establishing clear work priorities with them, delegating effectively, ensuring a capability to deliver, monitoring performance and giving feedback.</p>	A/I		
	<p>Proven ability to analyse complex problems and to develop and successfully implement practical and workable solutions to address them.</p>	A/I		
	<p>Ability to think and plan strategically, tactically and creatively, and to prioritise work programs in the face of competing demands.</p>	A/I		
	<p>Knowledge and ability to implement principles of clinical governance including audit, risk management, supervision, clinical effectiveness, continuing professional development, quality standards and outcomes.</p>	A/I		
	<p>Experience of managing and configuring budgets and the skills to monitor, assess and act on financial information.</p>	A/I		
	<p>Previous experience of successfully delivering national and local infection control policies and procedures.</p>	A/I		
	<p>Ability to collaborate constructively with internal and external partners to create the conditions for successful partnership working.</p>			
Skills/ Knowledge/ Ability	<p>Well developed leadership and influencing skills with the ability to enthuse, motivate and involve individuals and teams, and have them understand the Trust's and your performance expectations.</p>	A/I	A clear understanding of the changing NHS environment.	A/I
	<p>Evidence of high levels of expertise in clinical care and management of medical and surgical patients, with complex co-morbidities and long-term conditions.</p>	A/I		
	<p>Sound knowledge of relevant National Service Frameworks, guidelines, strategies and initiatives and the ability</p>	A/I		

	<p>to appraise, interpret and implement in practice.</p> <p>Ability to rapidly synthesise and analyse complex information and present options, appraisals, recommendations and reports</p> <p>Skilled in word processing, spreadsheets email, databases and using the internet.</p> <p>Highly developed communication skills (written and verbal) and the ability to communicate on complex matters issues and ideas in challenging situations</p> <p>The ability to implement sound performance and reporting mechanisms for service activity, quality and outcomes and recognise and respond early to variances</p> <p>Able to demonstrate tact and sensitivity with staff, colleagues and the public</p>	<p>A/I</p> <p>A</p> <p>I</p> <p>A/I</p> <p>A/I</p>		
Additional Information	<p>Ability to inspire, motivate and empower teams around common goals, to manage conflict and handle conflicting views</p> <p>Able to travel to a variety of locations within the Trust, locality and boroughs</p> <p>Able to work flexibly and respond to changing demands and priorities</p> <p>The ability to work under extreme pressure and achieve deadlines</p>	<p>I</p> <p>I</p> <p>A/I</p> <p>A/I</p>		

A=application
I=interview
T=Test/ assessment centre

Updated AF/SK February 2024