

## **Bexley Council**

### **Job Description**

<b>Directorate:</b>	Adult Social Care
<b>Job title:</b>	ASC Change Lead (Care at Home Transformation)
<b>Reports to:</b>	Head of Integrated Commissioning for Older People
<b>Grade:</b>	Bexley 17

### **Purpose of the job**

The London Borough of Bexley Adult Social Care Services and its partners are currently undergoing a period of significant transformation. There is also a strong focus and ambition to improve and modernise our services to ensure that they fit with our vision of personalised, care and support which is tailored to the individual and their unique needs and capitalises on local networks and support.

The Care Act 2014 set out a vision for adult social care with a focus on promoting independence, personalisation, and wellbeing for local people. Personalisation focuses on the uniqueness of each individual, their strengths, and the community networks of support around them. We want to work collaboratively with individuals to ensure their care and support needs can be met to enable them to live the life they choose. By giving people much more choice and control over the care they receive allows care provision to be tailored to an individual leading to more sustainable support that works with the individual.

Within Bexley we are striving to:

- Develop a vision of personalisation and embed this into Social Care practice
- Develop resources and systems to facilitate people to make informed decisions about their care and support
- Develop systems that enable people to self-serve and access a variety of care and support options that suit them.

You will provide specialist health and social care change management expertise to help deliver The Care at Home Transformation related to improving personalisation in Adult Social Care. You will support the Head of Integrated Commissioning for Older People to work collaboratively with local people, staff and partners to implement change through redesigning our approach to delivering personalisation.

You will be confident in your practice and values and be able to inspire and motivate staff and Partners to engage in a shared form of service delivery. You will have expert knowledge around social care policy and legislation, particularly the Care Act 2014 and Mental Capacity Act 2005, strengths-based practice and personalisation. You will be confident in working and engaging collaboratively with local people and providing advice, guidance and training to staff and Partners. You will be able to tailor your approach to different Partners, understanding their strengths and supporting them with areas identified for improvement.

You will be able to work in an iterative way to adapt to unforeseen challenges and build on unexpected areas of success. You will understand the importance of resident involvement and feedback to measure and guide the quality improvement for personalisation and the delivery of Care Act functions across Adult Social Care.

You will be comfortable in developing and leading training, supervision and reflective sessions to aid and embed learning. You will work well as part of a team, as well as in more autonomous roles.

You will ensure the values of personalisation is embedded throughout Adult Social Care and Partners and that successful developments to promote a culture of personalisation are sustainable.

### **Care at Home Transformation**

In April 2022 ASC successfully commissioned a placed based and outcomes focused care at home model in each of the Local Care Network geographical areas. This was to be an enabler to Health and Social Care Integration in the LCNs and provide further strength and resilience to improve outcomes for local populations by working in strategic partnerships.

The Care at Home Trusted Partner contracts have two elements, one the delivery of care, the other the ability to review and assess people already known to them. The Trusted Assessors element of the contract delegates the Local Authority Care Act activities to the Partner organisations for non-complex care and support needs within their designated LCN (for all people receiving Care at Home, not just those who are receiving care from the contracted partner).

The care at home transformation involves a number of stakeholders including our residents, care workers, social care and voluntary partners/providers and wider primary and community health services. Each stakeholder will have different outcomes they will consider to be the most important priority to them; therefore, it is important to work closely together to ensure alignment around the vision.

For our residents this included:

- a good quality service that provides continuity of care, flexibility and supports them to meet their individual goals and aspirations.
- a greater sense of connection and being able to build relationships with those who support them and their community.
- a more personalised service reflecting them and their individual circumstances.
- people want a more consistent team of carers visiting. Too many different carers make it challenging to build good relationships.

This transformation is an enabler to ASC to achieve our continued ambition to transform the delivery of care at home.

The overarching objectives are: -

- To prevent, reduce or delay future care and support needs for people by maximising the efficiency in how we meet the needs of people who have a statutory responsibility to support.
- To improve the quality and responsiveness of care at home support to ensure a more personalised service in line with the provisions of the Care Act 2014. An enabler to this is to continue to reduce the number of providers supporting Bexley residents to support continuity, stability with a greater focus on outcomes so our residents can remain living in their own home.

## **Hardest part of the job**

The current portfolio of project spans a wide range of care and support outcomes that are delivered through the council and through Bexley Care on behalf of the Council. This complexity requires a high level of stakeholder management, an appreciation of the different cultures plus relentless grip on the individual projects. The stakeholders may not always approach the delivery of projects with the same level of enthusiasm so the post holder will be required to navigate the relationships to secure effective outcomes.

The level of change required and the pace at which it needs to be delivered at requires the ability to steer all parties through unprecedented challenges and as result significant resistance will be faced and risk mitigation required. This role will particularly lead on changes to social work practice, embedding and sustaining cultural change across the service.

## **Principal accountabilities**

### **Strategy**

To help develop and deliver the Care at Home programme for the efficient and effective delivery the transformation programme including adjustments and prevention and personalisation savings, decommissioning options, reconfiguration of services, consultation and to mitigate the impact on equalities.

To design and deliver interventions that will support and deliver the practice and cultural changes that are required.

Develop and deliver the Care at Home transformation programme for the generation and evaluation of options to ensure key disinvestment decisions can be made in timely and fully evidenced manner that stand up to Member and public scrutiny, including writing Member and Board level reports and engagement with key partners and stakeholders.

To develop strategies to mitigate risks and address issues including alternative approaches in the event original plans fail.

### **Direction**

To lead on individual change initiatives within the Care at Home Transformation programme which support our overall vision to improve and modernise our services. This role will help to ensure that our practice fits with our vision of personalisation, tailoring services to the individual and their unique needs, and capitalising on local networks and support.

Support the Director and Heads of Service in the delivery of Care at Home transformation initiatives ensuring minimal slippage and avoiding duplication or disruption to other projects in the Transformation Programme.

### **Implementation**

To deliver programmes including completing thematic review work and ensuring the delivery of cross cutting improvements.

To complete service change projects including producing and maintaining delivery plans, issues & risk analysis.

To commission or carry out service redesign activities, workshops, business process improvement techniques and communication plans as appropriate.

#### Organisational Control and Development

To keep under review and develop the procedures and working methods for which the post holder is responsible to ensure an integrated, effective and efficient approach to the delivery of services.

To ensure that working practices and processes are developed that maximise the use of new technology to ensure efficient and effective delivery of services.

#### Personal Effectiveness

To deal promptly with all matters requiring the post holder's personal attention.

To be fully conversant with relevant statutory provisions and the Council's constitution, processes and procedures; to develop the full range of managerial and professional skills and knowledge to satisfy the requirements of the post.

To establish and develop effective working relationships and productive partnerships with all stakeholders and relevant partners, to ensure programmes progress to plan.

## Person Specification

**Directorate:** Customer & Corporate Services

**Department/Section:** Integrated Commissioning

**Job title:** ASC Change Lead (Care at Home Transformation)

SELECTION CRITERIA	ESSENTIAL/ DESIRABLE (E/D)	METHOD OF ASSESSMENT (see key )
<p>(a) Education and Formal Training</p> <p>Extensive knowledge and experience in Health and Social Care in a community setting</p> <p>Appropriate qualification and/or equivalent experience in change/to apply project management methodologies</p>	<p>E D</p> <p>E</p>	<p>A A</p>
<p><b>(b) <u>Relevant Technical Experience and Knowledge</u></b></p> <p>Experience working at a manager level in health and Social Care setting, leading a team of social workers, Occupational Therapists and Social Care Assistants, Rehab officers and care and support staff to deliver effective care and support outcomes to residents.</p> <p>Experience of working with a range of internal and external stakeholder partners to deliver change through an outcome and personalised focus</p> <p>A thorough understanding of the needs of Bexley residents, carers and relatives and experience of working with vulnerable client groups to include older people with mental health and hospital discharge.</p> <p>Experience of effectively managing change in a health and social care environment, delivering complex cultural, process and practice changes.</p> <p>Experience and knowledge of change management techniques including strong stakeholder management and an ability to champion agile change techniques at all levels of the council.</p> <p>Experience and understanding of multi-disciplinary working with a range of partners.</p> <p>Excellent analytical skills and the ability to prepare clear and concise reports on complex issues and in formats suitable for a variety of audiences.</p> <p>Demonstrate the maturity, high levels of inter-personal skills and insight needed to build confidence in our vision for our future Pathway model</p>	<p>E</p> <p>E</p> <p>E</p> <p>E</p> <p>E</p> <p>E</p> <p>E</p> <p>E</p>	<p>A + I</p> <p>A + I</p> <p>A + I</p> <p>A + I</p> <p>A + I</p> <p>A + I</p> <p>A + I</p>

**KEY:**

I = Interview

PQ = Personality Questionnaire

CRB = CRB Clearance

# High Performance Indicators

A = Application Form AT = Ability Test

P = Presentation

PE = Practical Exercise

DL = Driving Licence

<b>Post Title: ASC Change Lead Care at Home Transformation</b>		
<b>Job Family: Professional 1</b>		
<b>Grade: 17</b>		
Values	Behaviours for staff	Behaviours for managers
<b>Innovation</b>	<p>I respond flexibly and adapt to changing demands</p> <p>I am prepared to take managed risks to achieve better outcomes</p> <p>I ask 'What if...?' to develop fresh thinking and innovative approaches to generate and implement solutions to improve performance and challenge the status quo</p>	<p>I routinely look for innovative and cost-effective ways to improve performance and customer service</p> <p>I champion change and deal successfully with ambiguity, enabling people to see positive and exciting possibilities for the future</p> <p>I take calculated risks based on available evidence and my professional judgement to learn and try new things</p>
<b>Leadership</b>	<p>I demonstrate a clear sense of purpose and direction, in line with organisational objectives</p> <p>I am willing to take difficult decisions</p> <p>My personal actions promote a positive image of Bexley</p>	<p>I take responsibility for my service and for making things happen to make a difference to my service users</p> <p>I create an environment where staff can thrive and show I value and trust staff, give praise and recognise good work</p> <p>I inspire, lead and encourage staff to move forward</p>
<b>Partnership</b>	<p>I show respect for others and value contributions from internal and external partners and customers</p> <p>I recognise the right solution, regardless of who initiated it</p> <p>I seek out and work with partners who can help me achieve the outcomes and objectives I need to deliver</p>	<p>I encourage the feeling that the team is a collective unit with shared goals</p> <p>I engage with service partners and other areas of the Bexley organisation to understand the demands on others and seek solutions as One Council</p> <p>I network internally and externally</p>
<b>Listening and responding</b>	<p>I acknowledge other people's viewpoints and work with them to find a win-win solution</p> <p>I prepare and present information anticipating questions and problems</p> <p>I adapt my style to the audience and their needs, using the most appropriate communication channels</p>	<p>I seek regular service user feedback and review customer data to shape service improvements</p> <p>I ask staff for ideas on how to improve our service and how I can improve as a manager, listen to them and act on them</p> <p>I empower staff to make decisions and changes to improve value for money, customer service and productivity</p>
<b>Open and</b>	I see issues from the customer /	I am accessible to my service users,

<b>Accessible</b>	<p>user perspective</p> <p>I monitor customer feedback and level of satisfaction with the service they receive, and use this to improve and pre-empt customer needs</p> <p>I seek to build and maintain positive relationships with customers and partners</p>	<p>customers, staff and Members</p> <p>I communicate and share a clear vision for the bigger picture as well as specific service areas</p> <p>I outline what is expected of individuals and their contribution to the whole, and am consistent in my expectations</p>
<b>Impact</b>	<p>I prioritise my activities and resources to focus on those which have the most impact for residents</p> <p>I take responsibility for making things happen and achieving my objectives</p> <p>I make decisions and clear recommendations based on my professional opinion and experience, informed by a range of information and evidence</p>	<p>I design services that provide value for money and deliver our outcomes, informed by evidence</p> <p>I produce, prioritise and adapt plans to meet changing requirements</p> <p>I set interim goals to achieve notable wins on the way to larger objectives</p> <p>I deal with poor performance</p>