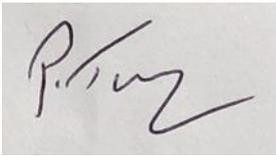
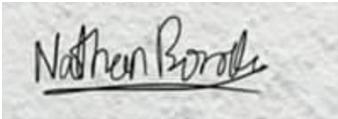
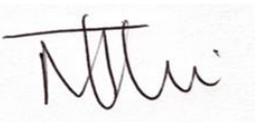


**OFFICER DELEGATION SCHEME
RECORD OF DECISION**

TO BE UPLOADED TO THE INTERNET BY DEMOCRATIC SERVICES

Date:	19th December 2022	Ref No:	2136
Responsible Officer:	Delysia Hawley		
Type of Decision (please refer to MO Guidance):			
Key	<input type="checkbox"/>	Non-Key	<input checked="" type="checkbox"/>
Freedom of Information Status: <i>(can the report go in the public domain)</i> yes			
Title/Subject matter: Permission is requested to establish and recruit an Integrated Discharge Services Manager for Bury's Intermediate care and Discharge to Assess Services to meet increasing demand.			
Budget/Strategy/Policy/Compliance:			
(i) Is the decision within an Approved Budget?	Yes		
(ii) Is the decision in conflict with the council's policies, strategies or relevant service plans?	No		
(iii) Does the decision amend existing or raise new policy issues?	No		
(iv) Is the decision significant and/or does it meet the £100,000 threshold for recording?	No		
Equality Impact Assessment [Does this decision change policy, procedure or working practice or negatively impact on a group of people? If yes – complete EIA and summarise issues identified and recommendations – forward EIA to Corporate HR]	No		

Summary:		
Permission is requested to establish and recruit an Integrated Discharge Services Manager for Bury's Intermediate care and Discharge to Assess Services to meet increasing demand as outlined within the body of the report		
Wards affected: N/A		
Consultations: N/A		
Scrutiny & Review Committee Interest: N/A		
Options considered:		
Decision		
<ul style="list-style-type: none"> Establish the post of Integrated Discharge Services Manager for Bury's Intermediate care and Discharge to Assess Services 		
Decision made by:	Signature:	Date:
Executive Director – Strategic Commissioning		20 December 2022
Deputy S151 Officer Paul Turney		23/12/22
Director of People and Inclusion Sam McVaigh		21.12.22
Members Consulted [see note 1 below]		
Cabinet Member Cllr Tom Pilkington on behalf of Cllr Tariq		9 January 2023
Cllr Nathan Boroda on behalf of Cllr Tariq		11 January 2023

Lead Member		21.12.22
Opposition Spokesperson	NA	

Notes

1. Where, in accordance with the requirements of the Officer Delegation Scheme, a Chief Officer consults with the appropriate Cabinet Member they must sign the form so as to confirm that they have been consulted and that they agree with the proposed action. The signature of the Opposition Spokesperson should be obtained if required, to confirm that he/she has been consulted. Please refer to the MO Guidance.
2. **This form must not be used for urgent decisions.**
3. Where there is any doubt, Corporate Directors should err on the side of caution and seek advice from the Council’s Monitoring Officer.

1. Purpose of Document

The purpose of this document is to obtain permission to establish and recruit to the post of Integrated Discharge Services Manager for our Intermediate Care and Discharge to Assess Services.

2. Overview

Intermediate Care in Bury provides a range of services employing both NHS and Council Staff. These services include Intermediate Care Beds, Intermediate Care at home therapy, Reablement home support and Rapid Response. The service includes 49 dedicated intermediate care beds at Killelea plus many others across the borough.

Following the implementation of the health and social care act 2022 changes were made to the way patients were to be discharged from hospital and discharge to assess became the preferred route for patients leaving hospital.

Discharge to Assess sees patients leave hospital with only an interim assessment and placed in community care capacity such as care home beds or home care for a full assessment of care needs to take place. If well managed, provided time to recover and some therapy to assist then many patients can return home following a timely assessment for any ongoing care and support needs under the care act.

The demand for these services to facilitate discharge is growing rapidly which see’s Bury no longer have 49 dedicated beds but now over 120. Rather than supporting 50 on our reablement home care at anyone time we now see another 50 supported with independent sector home care supporting their recovery. In total the size of our short-term service that support rehabilitation and recovery have more than doubled and now

supports over 250 people at any one time. At times of pressure, we also spot purchase further care home beds and home care across the borough taking capacity to over 300 people. Managing the flow through this dispersed provision can be especially challenging which can hamper flow and positive outcomes.

Government funding has been provided to purchase this care and support, but the availability remains extremely scarce and therefore its use must be optimised making it essential that flow is delivered both into and out of all of these services.

As they are now more than double the size originally intended it is necessary to provide additional support to manage the flow through these services and oversee the work of the multi-disciplinary teams and staff, including nurses, therapists and social workers who are responsible for managing the transfer of people receiving their support into long term community services.

For example, if all the people supported stayed 26 days on average rather than 30 then an additional 550 people per year could benefit from these services demonstrating how small changes in efficiency can deliver large benefits.

3. Proposal

The proposal is to establish an Integrated Discharge Manager for our intermediate and discharge to assess services. This will help manage the flow across all these services by taking a lead and oversight of flow and all the activity required to discharge people back into the community.

For pace the Job Description of the Integrated Discharge Team manager for our hospital discharge team will be used as the role and function are identical, with the only difference being the role will be performed for our Intermediate Care and D2A service users, rather than hospital patients.

The post will be managed by the Head of Intermediate Tier Services.

The role will be permanent, and the job description is appended to this report.

4. Financial Information

The post is grade 17 and costs £66,950 per annum including all oncosts

The first 3 months, £17,000, will be funded by the Adult Social Care Hospital Discharge Money allocated to Bury from the £200m government grant given to councils.

Funding from April 23 onwards will be allocated from the increased funding to the BCF, £600m, announced in the autumn statement.

7. Recommendation

Permission is requested to establish and recruit an Integrated Discharge Services Manager for Bury's Intermediate care and Discharge to Assess Services to meet increasing demand as outlined within the body of the report

JOB DESCRIPTION

Post Title: Integrated Discharge Lead	
Department: OCO	Post No:
Division/Section: IMT	Post Grade:
Location: Hospital	Post Hours: 37
Special Conditions of Service:	
<p>Purpose and Objectives of Post:</p> <p>The Service Lead will single line manage the team with the Intermediate Tier Lead strategically support the delivery for of the Integrated Discharge Team at Fairfield Hospital and community sites where required.</p> <p>The Lead for Integrated Discharge Team will be responsible for operational management of workflow, staff and processes which will be looked at in terms of patient flow from referral to the Service through to discharge.</p> <p>The Lead will provide expert guidance and advice in relation to Bury Councils statutory responsibilities, with a focus on the Care Act including Safeguarding, Mental Capacity Act, including DoLS.</p> <p>Ensure that Bury residents are discharged from Fairfield General Hospital and out of borough hospitals where appropriate, in a safe, timely and effective manner following the Discharge to Assess guidance.</p> <p>The Lead will work collaboratively with both internal and external partners and services with a focus on achieving the best outcome for people and organisational objectives and embraces the principle of systems-based working.</p> <p>The lead will be responsible for the strategic leadership, review, and continued implementation of hospital discharge pathways.</p>	
Accountable to: Director of Community and Commissioning (DASS) Bury One Commissioning Organisation	

Immediately Responsible to: Intermediate Tier Lead

Immediately Responsible for:

IDT Team

Managers

IDT Staff

Relationships: (Internal and External)

All staff within the Department and across the Council.

NCA, LCA, Community Services Bury, GMP and other Professional Organisations

Customers and members of the public.

Control of Resources:

- Mobile phones.
- ICT equipment.
- Other resources delegated to the post holder.

Duties/Responsibilities:

- To undertake overall responsibility for the practice and professional leadership of Social Workers, Social care and health staff within the IDT ensure safe and effective service delivery.
- To provide day-to-day leadership and management to the team including recruitment, appraisal and development, conflict resolution etc.
- To motivate and engage the team to create the right working environment to influence effective performance.
- Strategic management to achieve the required outcomes for discharge to assess and discharge key objectives.
- To further develop multi-disciplinary team and inter agency alliances and effective working practices to support the IDT contribution to pathways of care, promoting care closer to home care and long-term conditions management.
- To work proactively with key stakeholders to support service delivery within the community setting.
- To be accountable with the Intermediate Tier Lead for the IDT budget.
- Contribute to efficiency and performance improvements and evidence value for money in service delivery.
- To assist the Senior Manager in planning, implementing, delivering, and evaluating improvement programmes in line with evidence-based practice, legislation and local policy and procedure.
- To be responsible for the delivery of the annual work plans, regularly monitor, identify potential non-delivery, and provide practical solutions for performance issues.
- Contribute towards strategic planning by providing practical aspects to achieving goals and objectives
- To support the implementation of corporate initiatives and ensure they are embedded in the team.
- To ensure effective working relationships with other managers across the directorate and the Council to deliver our corporate objectives.
- To contribute to the overall management of the service managing teams with multi-professional backgrounds.

- Take responsibility for the day-to-day management, development, and co-ordination of the activities of a multi-agency team within an integrated hospital discharge environment.
- Ensure the delivery of a high quality, effective and efficient service which is responsive, flexible and meets the health and social care needs of those patients who require support to be discharged from hospital. Working within organisational expectations.
- Ensure that safeguarding policy and procedure is followed and embedded within the service.
- Participates in the development and delivery of the services objectives. This involves the delivery of all operational performance targets, including managing flows, finance, and the quality of services.

- Act as the Professional Lead for Nursing/Social Care within the service line dependent on profession.
- Within an Integrated Discharge team strategically plan and develop sustainable new models of care and take the lead on integrated care programmers with partners.
- Support the development and delivery of Multi-disciplinary Care Pathways within a hospital setting.
- The Integrated Discharge team lead will be responsible for improving and maintaining the team's clinical governance arrangements, ensuring that all policies and processes are evidence based.
- To develop and facilitate close working relationships with partner agencies, from both the statutory and voluntary/community sector exerting influence to ensure that integrated support is being provided to adults and their families to achieve defined outcome measures.
- Deputise for the Intermediate Tier Lead as and when required.
- To undertake any other reasonable duty, which is appropriate to the band/grade as and when required.
- To be familiar with and comply with all organisational and departmental policies, procedures, protocols, and guidelines.
- To be aware of and work towards the strategic goals as set out in the Locality Plan. To ensure the Integrated Discharge teamwork in accordance with Greater Manchester standards of Discharge to Assess, Trusted Assessor and Patient Choice policy.

- As an employee of Bury Council you have a responsibility for, and must be committed to, safeguarding and promoting the welfare of children, young people and vulnerable adults and for ensuring that they are protected from harm.
- Bury Council is committed to equality, diversity and inclusion, and expects all staff to comply with its equality related policies/procedures, and to treat others with fairness and respect.
- The post holder is responsible for Employees Duties as specified with the Corporate and Departmental Health and Safety Policies.
- **Health and Wellbeing** -As an employee of Bury Council you should contribute to a culture that values and supports the physical and emotional wellbeing of your colleagues

Where an employee is asked to undertake duties other than those specified directly in his/her job description, such duties shall be discussed with the employee concerned who may have his/her Trade Union Representative present if so desired. (See paragraph 203 of supplemental Conditions of Service)

Job Description prepared by:	Sign:	Date:
Agreed correct by Postholder:	Sign:	Date:
Agreed correct by Supervisor/Manager:	Sign:	Date:

DEPARTMENT FOR COMMUNITIES AND WELLBEING
Integrated Discharge Lead

SHORT LISTING CRITERIA	ESSENTIAL	DESIRABLE
Sound knowledge of and ability to interpret and implement legislation, procedures and good practice guidelines relating to adult service provision		
Possession of a degree in management or equivalent		
Experience of management and supervision working within multidisciplinary or integrated settings		
Understanding of the role of information and communication technologies in delivering an effective assessment and care management function		
Detailed understanding of current safeguarding policies and procedures in order to ensure their consistent application		
Ability to act on your own performance, be proactive in own PDP and undertake a relevant qualification to the role		
Ability to reflect upon your own practice and performance using supervision and support systems		
Ability to actively contribute to the development and implementation of Team and Service Plans		
Contribute to the development and implementation of good quality assurance systems		
Ability to identify, plan and assess the development needs of teams and individuals to improve performance		
To identify and address a range of HR issues, including attendance, behaviours and performance		
Ability to manage, organise, support and maintain the use of technology systems and software		

Contd. overleaf

CRITERIA FOR INTERVIEW AND OTHER ASSESSMENT METHODS

The short-listing criteria listed plus the following:

ASSESSMENT METHOD	CRITERIA