

South East London CCG

[to be branded]

JOB DESCRIPTION

Job Title:	Integrated Commissioning Manager – Mental Health Pathways
Band:	8A
Department(s):	Lewisham Borough
Function:	Lewisham Adult Integrated Commissioning & CHC Structure
Responsible to:	Assistant Director, Mental Health Commissioning
Accountable to:	Place Based Director
Hours:	37.5

Role of South East London Clinical Commissioning Group (CCG)

NHS South East London Clinical Commissioning Group is the statutory body responsible for commissioning healthcare services to south east London's 1.9 million residents of the boroughs of Bexley, Bromley, Greenwich, Lambeth, Lewisham and Southwark.

The CCG buys services from hospitals, ambulance service and community service providers.

South East London CCG covers all GP practices in the area and is overseen by a governing body, which is responsible for making decisions about healthcare. The governing body includes GPs, nurses, a hospital doctor and other healthcare professionals and patient representatives. This is supported by other prime committees including Borough Based Boards which will have delegated responsibility for commissioning local services.

Some of the CCG's key functions include:

- Making arrangements to secure public involvement in the planning and commissioning of healthcare services.
- Contributing to the boroughs' Joint Strategic Needs Assessment (JSNA) and the Joint Health and Wellbeing Strategies led by the Health and Wellbeing Boards.
- Adhering to relevant principles of good governance and carrying out its functions effectively, efficiently and economically.
- Working with the local authorities and their partners to improve the wellbeing of children and their families, as well as supporting community care assessments, local education and the police, prison services and probation services.

South East London CCG [to be branded]

South East London CCG's key priorities include:

- Providing more systematic and proactive management of chronic disease to improve health outcomes
- Empowering patients and encouraging self-care
- Integrating models of care
- Ensuring urgent care systems maximise appropriate access of care for patients
- Improving access to services.

Working in a single CCG:

All roles will have a core base location and key areas of focus which may be locally within a borough or at scale across South East London. However, as part of operating within a single organisation as we move towards Integrated Care Systems, it is important to note that:

- We all work ultimately for South East London and the residents/ patients and partners within it, and we will need to support our colleagues in other functions or in other locations. Where required you should work with your line manager to ensure your work is prioritised accordingly.
- You may work more closely or as part of mixed teams with local authorities, trusts or other partners
- You may also be asked on occasion to travel to and potentially work in different CCG borough locations

JOB PURPOSE

The post holder will be responsible for supporting commissioning activities across the full range of Mental Health Services that Lewisham commissions. This will include:

- Supporting the NHS standard contract negotiation and development process with NHS provider Trusts liaising with the SEL Mental Health Team for South London and Maudsley contract
- To co-ordinate the development of NHS standard contract schedules as relate to Lewisham borough services with the South London and Maudsley Mental Health Trust
- To support the monitoring and review of NHS standard contract with the South London and Maudsley Mental Health Trust led by the SEL Mental Health Team through monthly contract meetings.
- To support the delivery of Lewisham CCGs Corporate Objectives and Local Authority Service plans
- To lead the development of service transformation projects across adult services including over 65's in collaboration within NHS provider Trusts, Voluntary Sector agencies, Primary Care, Adult Social Care and other key stakeholders
- To have a lead role in the further development of Dementia Care pathways and interfaces with NHS Provider Trusts, Acute Trusts, Primary Care, Adult Social Care, Voluntary Sector and other key stakeholders.
- To provide a support role in performance assurance for the CCG constitutional standards and Adult Social Care performance indicators
- To provide a key support role in the review and development of a mixed market health and social care economy for mental health provision supporting all sector providers to align their delivery and development plans with our integrated commissioning intentions

South East London CCG

[to be branded]

- To have a key supportive role in ensuring the mental health targets identified in the 'Five year forward view' and Long Term Plan are achieved
- To facilitate and enable Patient and Public involvement in the commissioning cycle and process
- Performance Assurance related to the monitoring of Integrated Talking Therapies Provider Alliance
- To provide operational management of the Non-Contracted Activity (NCA), Tertiary and Integrated Talking Therapies Budget Circa £7m
- To manage and oversee the Tertiary referral panel process
- To support the implementation and management of QIPP and reinvestments

The post holder will support the AD Integrated Commissioning Lead for Adult Mental Health to deliver the wider Mental Health commissioning agenda in Lewisham. This will include taking the lead on various projects to implement National policies, redesign care pathways to provide more appropriate service provision in line with the needs of the Borough and make essential changes to services in order to meet our local QIPP targets and/or Local Authority savings plans.

The post involves management of a complex set of relationships including middle and senior management in Lewisham and across the SEL CCG, managers and clinicians in South London & Maudsley and other NHS Foundation Trusts as well as primary care clinicians and voluntary sector organisations

1. Duties and Responsibilities

Improving outcomes and quality

- i. To support the implementation of key strategic developments and initiatives for the achievement of improved outcomes for residents and patients that experience mental health illness within the London Borough of Lewisham (LBL).
- ii. To support the development of Lewisham specific schedules for all MH contracts working closely with the SEL Mental Health team working collaboratively with Lambeth, Southwark and Croydon borough teams.
- iii. To support the contract negotiation process with all NHS providers and the use contractual levers to improve quality, and outcomes reaching agreement with all providers
- iv. To support the development of new models of care for mental health services that support the transition from a historical block contracts to more outcome based commissioning approach to contracting.
- v. To provide commissioning advice and assurance for the management of complex cases that involve Dementia and Mental Health Older Adults in conjunction with other care commissioning leads at panels and/or other case management forums
- vi. To work with relevant regulatory bodies such as the CQC and NHS Improvement sharing information where appropriate to improve services for patients
- vii. Ensure that service delivery meets expectations, actions from serious incident reviews or other quality issues are followed up, reviewed, and action plans agreed with providers.

South East London CCG [to be branded]

Enabling Clinical Leadership

- i. To ensure that clinical leadership is central to delivery of all mental health commissioning initiatives and projects
- ii. To work with clinical networks to deliver improvements to achieve nationally agreed standards
- iii. Promote learning and research that can be applied within local mental health care settings

Enabling Patient and Public Involvement

- i. To ensure that all public and service user contact with the adult integrated commissioning team is of the highest professional standard
- ii. To support the principles of co-production and engage service users and carers in the co-design, planning and co-delivery of services
- iii. To embed appropriate service user and public involvement within mental health commissioning and within our partnership decision making process

Promoting Equality and Reducing Inequalities

- i. To support the commissioning of service provision that identifies the specific needs of disadvantaged groups and seeks to reduce the gaps between their health outcomes and the rest of the local population
- ii. Ensure that commissioned services promote equality, reduce inequalities and comply with legislation

Partnership and cross boundary working

- i. The post holder will be responsible to servicing multi-agency partnership forums and ensuring the engagement of clinicians, operational leads, service users, carers and key strategic partners
- ii. The post holder will work with service users, the carers and members of the public in ensuring effective involvement and consultation
- iii. Support collaborative working across organisations

Leadership for Transformational Change

- i. To model a collaborative and influencing style of working, negotiating with others to achieve best outcomes, embedding this approach across mental health services and pathways
- ii. To support all providers to achieve national standards
- iii. To encourage distributive and network leadership within projects and programmes in order to achieve best outcomes for patients/residents

Key Accountabilities

- i. To support the priority setting process for Adult Mental Health (All age)
- ii. Operationally manage the Lewisham Tertiary Referral Panel to gate-keep all referrals to specialist mental health services. This includes the monitoring of

South East London CCG

[to be branded]

- all specialist mental health referrals, liaising with clinicians to discuss at risk patients and flagging those requiring emergency admissions
- iii. To lead on the performance management for Lewisham of South London & Maudsley NHS Foundation Trust.
 - iv. Introduce active promotion of best practice and self-assessment
 - v. To monitor quality and service activity across mental health services, analysing performance against contractual requirements and liaise with senior managers across these services to highlight areas for improvement
 - vi. To use benchmarking information from across the sector and beyond to compare results, identify reasons for variances and challenging variation and/or deterioration in performance.
 - vii. Lead work to routinely assess and report on the quality of performance information and promote awareness of data quality issues.
 - viii. To undertake project work and service reviews across the mental health care pathway
 - ix. To support the performance assurance process
 - x. To work with clinicians and other professionals involved in Adult Mental Health on policy issues in relation to each stage of local and wider care pathways and where applicable reviewing and agreeing actions following QA visits, negotiating, necessary changes including the provisions of advice for suggested working methods, as well as preparing development plans to meet outcomes for change
 - xi. Lead and promote the development of a culture which understands the need for data quality and work collaboratively with clinical and non-clinical staff to achieve this quality.
 - xii. Develop and manage effective working relationships with service providers, service user representatives and carer representatives. This will include voluntary sector groups, the NHS, Local Authority and across primary, secondary and tertiary care
 - xiii. To support elements of the procurement pathway including the specification and design of services, the preparation of relevant contractual documentation, and the market testing, assessment, selection, and procurement of new providers for services.

Key Working Relationships

Internal

- i. Lewisham Adult Integrated Commissioning Team and wider Borough based staff
- ii. CCG staff, particularly those in SEL Mental Health Team, Finance, Performance, and Governance
- iii. Mental Health GP Leads and representatives from the GP Executive
- iv. Close working with Lewisham GPs where necessary
- v. Public Health
- vi. London Borough of Lewisham

South East London CCG [to be branded]

External

- i. Service Providers, both clinical and senior management, particularly South London & Maudsley NHS Foundation Trust, Oxleas NHS Foundation Trust and other Mental Health Trusts across London
- ii. Mental Health Commissioners within South East London and beyond
- iii. NHS England
- iv. Local Voluntary Sector organisations

Operational

- i. To support a portfolio of programmes and projects demonstrating value for money for the current spend through, tracking, managing and delivering agreed benefits
- ii. To operate in a highly political and sensitive environment
- iii. Deliver projects, initiatives and services to time and in a cost effective way

Financial and Physical Resources

- i. Responsibility for the commissioning of Tertiary mental health services, managing the budget of up to £1.35m per annum, reviewing activity and developing key monitoring systems to ensure services are delivered at the highest quality.
- ii. Utilise specialist knowledge of Responsible Commissioner to manage the budget for the monitoring of all mental health non-contract activity to a value of £2m per annum. Responsibility is likely to involve the scrutiny of all NCA invoices and authorisation of payments.
- iii. To provide commissioning oversight of the Local Authority expenditure on Mental Health Older Adults and Dementia
- iv. Support the AD Integrated Commissioning in implementing plans to meet essential CCG savings targets.
- v. Monitor and review savings plans as needed within the specialist contract. This will require liaison with primary and secondary care on referral patterns, and working with practices in appropriate referral pathways
- vi. Lead on the co-ordination of specific projects to fulfil the QIPP Plan and Clinical Commissioner requirements. To ensure clear benefits, milestones and performance indicators are developed, monitored and reported regularly
- vii. To act in a way that is compliant with standing orders and standing financial instructions in the discharge of this responsibility

Information Management

- i. Drafting high quality reports and papers summarising status on issues, appraising outcomes, and providing progress reports for the Director of Adult Integrated Commissioning, LBL and committees of the CCG
- ii. Develop the acquisition, organisation, provision and use of knowledge and information
- iii. Collate as required, qualitative and quantitative information and lead appropriate analysis to develop robust business cases and contribute to project 'products'

South East London CCG

[to be branded]

- iv. Analyse, interpret and present data to highlight issues, risks and support decision making in relation to adult mental health
- v. Utilise specialist knowledge and understanding of complex methods and approaches for the analysis and presentation of performance information underpinned by experience and theory.

Research and Development

- i. Analyse processes that currently exist so that service redesign can be successfully implemented. Dependent on the complexity of these processes, the post holder will formulate and implement appropriate actions and solutions
- ii. Where relevant use in depth specialist knowledge of statistical, epidemiological, analytical information procedures to fully understand drivers of demand and performance and variation
- iii. Co-ordinating research and development initiatives, delegating as appropriate

Policy and Service Development

- i. To be responsible for developing policy and procedure in the area the post holder is currently working
- ii. Advise on the impact and delivering on systems to implement key national policy such as Payment by Results, Personalisation Agenda, Mental Health Act and Mental Capacity Act

This job description and person specification are only an outline of the tasks, responsibilities and outcomes required of the role. The job holder will carry out any other duties as may reasonably be required by their line manager.

GENERAL DUTIES AND RESPONSIBILITIES

2. Mobility

The post-holder is contracted to work at any appropriate south east London CCG office as necessary for the delivery of the functions of this role.

3. Confidentiality

In the course of your employment you will have access to confidential information relating to the CCG's business, patients, the STP and its staff. You are required to exercise due consideration in the way you use such information and should not act in any way, which might be prejudicial to the organisation's interests. Information which may be included in the category which requires extra consideration covers both access to the general business of the CCGs and information regarding individuals. If you are in any doubt regarding the use of information in the pursuit of your duties you should seek advice from your Line Manager before communicating such information to any third party.

Confidential information should always be treated according to the CCG's rules on confidentiality. Any inappropriate disclosure may be subject to the CCG's disciplinary procedures.

4. Information Governance

CCG staff must keep up to date with the requirements of Information Governance and must follow CCG policies and procedures to ensure that CCG information is dealt with legally, securely, efficiently and effectively. Staff must appropriately manage all of the Information they handle during the course of their employment with the CCG, making the information available for sharing in a controlled manner, subject to statutory requirements and the CCG Information Governance Policy, and formal Information Sharing arrangements.

5. Raising Concerns

Staff may on occasion have genuine concerns about healthcare matters and consequently the CCG endorses the principle that these must be raised in a responsible and appropriate manner, and if necessary using the CCG's 'Raising Concerns (Whistleblowing)' policy.

6. Records Management

As an employee of the CCG, you have a legal responsibility for all records you work with e.g. patient records, financial records, personal, administrative, etc that you gather or use as part of your work within the CCG. The records may be held in a variety of formats such as paper, electronic, microfiche, audio and video tapes, etc. You must consult your manager if you have any doubt as to the correct management of the records with which you work.

7. Data Protection

The CCG is registered as a data controller under the Data Protection Act 2018/General Data Protection Regulations. All the personal information we hold, obtain, record, use and share as an organisation is governed by this Act and Regulation. As an employee of the CCG you have a legal responsibility for all personal information you handle and must not at any time use the personal data in a way incompatible with the guidelines stipulated in this act. If you are in any doubt regarding what you should or should not do in connection with the Data Protection Act and the General Data Protection Regulations then you must contact your Line Manager.

8. Health and Safety

Employees must be aware of the responsibility placed on them under the Health and Safety at Work Act (1974) to maintain a healthy and safe working environment for both staff and visitors. Employees also have a duty to observe obligations under the CCG's Health and Safety policies and to maintain awareness of safe practices and assessment of risk in accordance with the Risk Management Strategy.

9. Infection Control

CCG staff are responsible for protecting themselves and others against infection risks. All staff regardless of whether clinical or not are expected to comply with current infection control policies and procedures and to report any problems with regard to this to their managers. All staff undertaking patient care activities must attend infection control training and updates as required by the CCG.

10. Financial Regulations

All staff are responsible for the security of the property of the CCG, avoiding loss or damage of property, and being economical and efficient in the use of resources. Staff should

South East London CCG

[to be branded]

conform to the requirements of the Standing Orders, Standing Financial Instructions or other financial procedures including the Code of Conduct and Accountability and the Fraud and Anti Bribery Policies.

11. Safeguarding Children & Vulnerable Adults

All employees are required to act in such a way that at all times safeguards the health and wellbeing of children and vulnerable adults. Compliance with mandatory and statutory training requirements is an essential requirement of all employees.

12. Risk Management

Managers are responsible for implementing and monitoring any identified and appropriate risk management control measures within their designated area(s) and scope of responsibility. Responsibilities of staff with regard to risk management are outlined more fully in the Risk Management Strategy. Staff are responsible for ensuring that they are aware of those responsibilities.

13. Code of Conduct

The Department of Health's Code of Conduct for NHS Managers has been adopted by the CCG for all Director-level and senior management posts. This requires the post-holder to comply with the Code and for his/her actions to demonstrate a commitment to the Code. In particular, the post-holder must:-

- a) make the care and safety of patients his/her first concern and act quickly to protect patients from risk;
- b) respect the public, patients, relatives, carers, NHS staff and partners in other agencies;
- c) be honest and act with integrity;
- d) accept accountability for his/her own work, the performance of those he/she manages and of his/her own organisation;
- e) Demonstrate his/her commitment to team working by co-operating with all his/her colleagues in the NHS and in the wider community.

14. Acceptance of Gifts and Hospitality

The conduct of staff in the public service should be scrupulously impartial and honest and in this context, any offers of gifts or hospitality should be discussed with your manager, prior to acceptance.

15. Equality and Diversity

The CCG is committed to ensuring equality of opportunity for all irrespective of their age, colour, creed, ethnic or national origin, marital status, nationality, physical or mental disability, race, religious belief, sex, transgender, sexual orientation. Include all protected characteristics.

16. Use of new technology

The CCG is making increased use of computer technology. The majority of employees (both clinical and non-clinical) are expected to use automated information systems in their work in order to improve quality and co-ordination of services, to enable faster and more certain

South East London CCG [to be branded]

communication. Necessary training will be provided. Compliance with the Data Protection Act 1988, Information Governance and the relevant Computer Usage Policy is expected.

17. Civil Contingencies Act 2004

All staff will note the Organisation's responsibilities under the Civil Contingencies Act 2004, and NHS Major Incident Plans Guidance (DoH 1998 and 2004).

18. No Smoking

Smoking by staff, patients and visitors, will not be permitted anywhere on CCG premises.

19. General

- The post holder may be required to work at any of the CCG's sites in line with the service needs.
- Create, maintain and enhance effective working relationships, both internally and externally
- This job description provides an outline of the tasks, responsibilities and outcomes required of the role. The job holder will undertake any other duties that may be required which are consistent with the grade and responsibility of the post.
- This job description describes responsibilities, as they are currently required. It is anticipated duties will change over time and the job description may need to be reviewed in the future.
- All staff have a responsibility to participate in the CCG's Appraisal Scheme and to contribute to their own development and the development of any staff that they are responsible for appraising.

South East London CCG
[to be branded]
Person Specification

Integrated Commissioning Manager – Mental Health Pathways – Band 8A

Supporting Evidence

In the supporting evidence of your application form, you must demonstrate your experiences by giving specific examples for the criteria within the person specification.

Factors	Essential	Desirable	Assessment Method
Education / Qualifications Educated to degree level in relevant subject or equivalent level qualification or significant experience of working at a similar level in specialist area; Post-graduate degree in relevant subject Evidence of continued professional development	✓ ✓ ✓		
Experience Significant commissioning experience with knowledge and awareness of inner/outer city health issues. Experience of working across multi agency settings e.g. NHS, Local Authority and Voluntary Sector and the impact of National policy targets & initiatives Able to understand financial frameworks, interpret financial information and robustly manage budgets Experience of leading large scale projects with multiple internal and external stakeholders Experience of managing change alongside clinicians in a complex working environment and dealing with a variety of people and a range of professions in an appropriate manner Strong leadership abilities, able to Influence and persuade at all	✓ ✓ ✓ ✓ ✓ ✓		

South East London CCG

[to be branded]

organisational levels and across organisational boundaries			
Ability to achieve credibility and gain confidence of both Trust and Social Services managers, also of clinicians, including GPs	√		
Knowledge of QIPP and the benefits to be realised across health services	√		
Knowledge of the commissioning cycle and processes to effect changes in services through commissioning	√		
Familiarity with relevant legislation e.g. Mental Health Act 1983, Ordinary Residence, Responsible Commissioner etc	√		
Partnership working with voluntary sector, including Black and minority ethnic communities, with service users and carers	√		
Ability to work at a strategic level	√		
Experience in either Mental Health, Primary Care, or community commissioning		√	
Experience of working in Joint Commissioning		√	
Skills and Abilities			
Ability to analyse very complex issues where material is conflicting and drawn from multiple sources;	√		
Numerate and able to understand complex financial issues combined with deep analytical skills;	√		
Knowledge of Financial Systems e.g. monitoring budget management, processing invoices and procurement	√		
Comprehensive knowledge of project principles, techniques and tools, such as Prince 2	√		

South East London CCG

[to be branded]

Ability to prepare and produce concise communications for dissemination to a broad range of stakeholders as required;	√		
Demonstrated capability to plan over short, medium and long-term timeframes and adjust plans and resource requirements accordingly;	√		
Other			
Ability to work as part of a team and work flexibly to provide support to other departments and teams as and when necessary	√		

Assessment Method

A = Application	I = Interview	C = Certificate	T = Test
-----------------	---------------	-----------------	----------