

Governance and Organisational Structure

Governance and Organisational Structure

Policy Lead	William McDonald
Ratifying Committee / Group	Board of Directors
Status of Policy	Final
Policy Reference	008

Signed: _____
William McDonald (Board of Directors)

Ratification Date: _____

Essential reading for the following staff groups:

All staff

Following staff groups should be aware of policy existence for reference:

All Eclipse Care (Southwest) Ltd

POLICY IMPLEMENTATION
DATE:

09/2017

POLICY REVIEW DATE:

09/2018

1.0 Governance and Organisational Structure Policy

1.1 Eclipse Care (Southwest) Limited recognises its responsibility to provide a strong and effective leadership system which gives clear guidance on what is expected from employees in their job roles.

1.2 Each job role appointed will have clearly defined duties and responsibilities specific to the appointment, this includes limitations of the roles and agreed ways of working.

2.0 Policy Aims

2.1 This policy aims to outline the roles and responsibilities of each job role and how these roles contribute to upholding the values and meeting the objectives of the organisation.

3.0 Organisation.

3.1 Eclipse Care (Southwest) Limited aims to offer domiciliary community based care services it is a private limited company owned and operated by Directors William McDonald and Emma Dennis

3.2 Both directors have a combined experience of over 30 years in the health social care sector at various levels with experience of owning and operating a supported living scheme, an extensive career in adult social services as well **as children's and** extensive experience providing front line care to individuals with complex care needs.

4.0 Responsibilities (Directors)

See Appendix 1.0

4.2 Responsibilities (Operations Manager)

See Appendix 1.1

4.3 Responsibilities (Locality Manager)

See appendix 1.2

4.3 Responsibilities (Care Co-ordinator)

See appendix 1.3

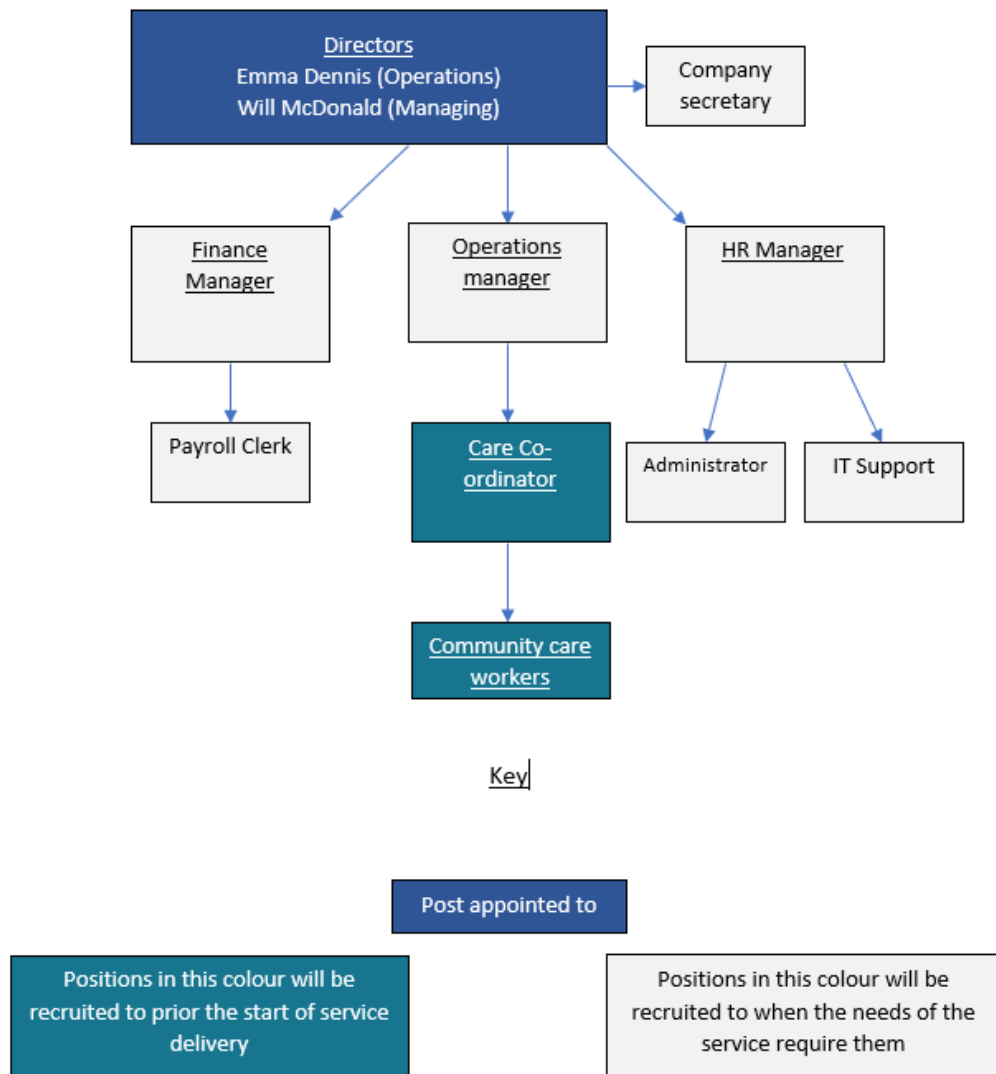
4.3 Responsibilities (Community Care Worker)

See appendix 1.4

4.4 At start up responsibilities set out in roles identified in section 5.0 of this policy which are as yet unfilled will be fulfilled by Directors until sufficient operational capacity is achieved.

5.0 Organisational Structure Chart

Eclipse Care Organisational Flow chart



Appendix: 1.0

Job description: Directors

It is important that all employees work within the ethos and values of Eclipse Care (Southwest) Ltd to develop and operate best practice and to constantly **promote and support people's independent living and participation in their** community throughout Devon.

You will work closely with the senior leadership team and share their passion and motivation to deliver outstanding care for the people we support.

The post holder will ensure our service delivers significant tangible, positive, health and well-being outcomes for services users, meet all legislative and regulatory requirements and deliver on the contractual requirements of commissioners within budgetary parameters.

Responsibilities and duties

- To actively contribute to the leadership, governance and performance of the business in all areas.
- Working with other Directors to contribute to the effective shaping, management and delivery of strategic plans, priorities, targets and objectives.
- Lead on corporate governance, compliance and adherence to legislation and statutory guidance.
- Promotion of the business and its objectives, building long term strategic relationships and effective partnerships.
- To grow the business to ensure they make a significant contribution to communities across the Southwest.
- To provide the leadership team with advice, legislative and strategic guidance on all operational planning.
- To lead on Quality Assurance, Health and safety, Risk Management, Financial Management and Human Resources.

Skills and qualifications

- As well as having excellent communication skills the director will have excellent Leadership abilities, Organisational skills, Analytical skills, Critical thinking abilities, Project management, Productivity management, Business development and Strategic thinking skills.
- The ideal candidate for the Director role will have the following experience:
- Social Care Related Qualifications.
- Comprehensive knowledge of Regulation and Legislation in the care sector.
- Have demonstrable knowledge and experience of Adult Safeguarding issues.
- Experience of line managing
- Experience of management of budgets.
- Able to implement actions arising from performance and audit reports.
- Full clean, valid UK driving license.

Appendix: 1.2

Job description : Operations Manager

Responsible to: Managing directors

Main Responsibilities:

Provide overall day to day management of the Domiciliary Care and Home Help service. Support the Assistant Director to achieve a high degree of service delivery, ensuring that goals are achieved through effective management practices and staff are motivated and supported to build strategic, long term and sustainable customer service relationships. Working closely with other departmental managers and the finance team to ensure that cost data is current and that bench marks are in place to develop and grow the business by actively encouraging a proactive and strategic business development attitude with all levels of employees. Ensure all activities are carried out in accordance with statutory requirements and organisational policies and procedures.

- Staff Management
- Service Provision
- Administration
- Business Development
- Financial Management
- Training & Development
- Health & Safety Adherence

Staff management

- Responsible for overseeing the development of all staff within the department
- Liaise with the HR department to create strategies that reflect the departmental staffing needs and assist in successful recruitment, selection and retention practices
- Maintain and develop systems that underpin performance management of departmental staff. This to include appraisals, support and supervision, team & departmental meetings, absence monitoring and employee led meetings.

Service provision

- Provide advice, guidance, mentoring and coaching to departmental team members to enable the delivery of best practice customer service **in accordance with the organisations' quality assurance standards**
- Provide regular management reports to the Assistant Director on turnover; recruitment activity; absence and all other employee relations matters as required

- Maintain and develop established communication practices in order to enable a proactive team driven service

Administration

- Manage the administration function of the department developing and designing improvements to systems [manual and electronic] in line with organisational priorities and strategic planning; together with the development of working practices to meet all anticipated challenges in the future
- Ensure all staff are working in adherence to the agreed administration systems
- Plan and provide regular reports to the Assistant Director and other members of the senior management team on all areas of work as required

Business development

- Develop marketing plans to enable business growth and development
- **Ensure business planning is embedded in all areas of the department's** work and development
- Utilise all systems in place to monitor all service enquiries to provide the Assistant Director and relevant heads of department with a statistical analysis of all service provision and all required data for the prediction of work flow management
- Ensure that all working practices are in line with organisational business objectives and protocols

Financial management

- Oversee the collation of information related to staff remuneration and authorise financial transactions as required
- Liaise with the Assistant Director in the provision of staff salary/ expenses information to enable accurate and timely reporting and recording
- Manage the maintenance and development of systems that record debt management and advise the finance department on any associated improvements or problems as they arise
- Provide the Assistant Director and the Finance Department with data analysis and statistics that assist in financial planning budget setting and target management as well as taking financial responsibility as a departmental budget holder.
- Ensure and enforce strict adherence to any systems in place which safeguard the integrity of management practices within the department
- Establish maintain and update an accurate data base system that supports all accounting and invoicing procedures enabling the development and expansion of the service

Training & development

- Establish systems through performance management procedures that ensure training and development needs for staff are met at the appropriate levels to maintain competency levels throughout the department
- Evaluate departmental staff learning and development to enable on-going improvements to be made ensuring staff competency levels are regularly reviewed

Health and safety

- Be familiar with all policies and their practical implementation with regard to Health and Safety, including accident reporting and fire procedures
- Undertake essential training as required
- Assist Coordinators in undertaking periodic risk assessments of the workplace

Safeguarding and safety:

- To understand safeguarding processes for ensuring that vulnerable individuals are safeguarded against the risk of abuse.
- To effectively implement Eclipse Care safeguarding policies and procedures and adapt practice according to any changes that are implemented through changes to legislation or statutory guidance.
- To oversee the effective training of staff in relation to safeguarding
- **To enforce Eclipse Cares' zero tolerance approach to abuse**

Working practices/general

Be aware of and implement **Eclipse Cares' policies and procedures**

Any other duties that may reasonably fall within the purview of the job

Skills and qualifications

As well as having excellent communication skills the operations manager will have excellent Leadership abilities, Organisational skills, Analytical skills, Critical thinking abilities, Project management, Business development and Strategic thinking skills. The ideal candidate for the Operations manager role will have the following experience:

- Social Care Related Qualifications.
- Have demonstrable knowledge and experience of Adult Safeguarding issues.
- Experience of line managing
- Be able to carry out and compile performance and audit reports.
- Full clean, valid UK driving license.

Appendix 1.3

Job Description Locality Manager

Responsible to: Operations manager, Directors.

PURPOSE OF THE ROLE

To assist Eclipse Care's service users with daily living, Providing "hands on" care on a required basis, and to efficiently carry out the administrative function of the role.

Responsible to: Operations manager, Directors.

Main responsibilities

- To carry out Service user assessments, such as risk assessments and preparing and implementing care plans.
- Maintaining a positive relationship between residents and care team.
- To supervise a team of community care workers ensuring a harmonious working environment.
- To carry out regular supervisions with the Care team.
- To maintain the administrative function of the role.
- With the assistance of the Operations Manager, plan the future needs of our Service users
- To liaise with multi-disciplinary teams i.e. GP's; Physiotherapists; Occupational Therapists etc.
- To ensure the well-being of our Service users and staff at all times
- **To work "hands on" to assist the care team**
- To meet with potential Service users to establish their individual care needs and to agree a package that meets these needs.
- To regularly review the client base to ensure that the Service Users' needs continue to be met where necessary agree further action when need increases
- To manage staff working hours to ensure that the needs of Service users are met.
- Deal with telephone enquiries as appropriate
- To attend staff meetings, training courses for professional personal development as directed by the organisation.
- To receive regular supervision and guidance from the Operations Manager
- To understand the philosophy of Eclipse Care in conjunction with all staff groups ensure and promote an atmosphere where Service users' choice, rights, freedom and dignity are preserved.
- To maintain confidentiality at all times
- **To ensure that Eclipse Care's Policies and Procedures are followed at all times.**

- To recognise potential hazards and risks and act accordingly and appropriately.
- To empower our residents at all times to help promote independent living.
- Prevention of harm and abuse through provision of high quality care
- Effective responses to allegations of harm and abuse, responses that are in line with local multi agency procedures
- Using learning to improve service to patients.

Appendix: 1.4

Job Description: Care-Co-Ordinator

Responsible to: Locality manager, Operations manager, Directors.

Purpose of the role

It is the responsibility of the Care Coordinator to assist the Locality Manager to organize the day to day running of the service provision through the Policies, training, supervision and guidance provided by the Eclipse Care. It is the responsibility of the Care Coordinator to support the Locality Manager in achieving the aims and objectives of the Eclipse Care and achieving the level of quality in the service provided to the Service Users in accordance with the **Eclipse Care's Quality Assurance Policy**.

To assist the Locality Manager in marketing the services provided by the Eclipse Care and liaising with commissioners, prospective Service Users, health professionals and other agencies connected with training and development of the service.

Main Responsibilities

- To be responsible to the Locality Manager for the day to day service provision to the Service Users by producing detailed work schedules for the Care Workers and providing both written and verbal instructions/guidance to them.
- To be conversant with the Care Standards Act 2008 for Domiciliary Care Regulations (National Minimum Standards) and legislation governing the service and other regulations concerning the provision of both domiciliary care and residential care services.
- To be aware of Eclipse Care Quality Assurance Policy and its application to the provision of a quality service.
- To represent the Eclipse Care in a professional manner at all times, on the telephone, face to face or in written communication.
- To ensure that telephones are answered promptly and people are spoken to in a polite and respectful manner.
- To maintain confidentiality at all times and effectively implement Eclipse Cares Confidentiality Policy.

- To carry out the monitoring of the service in the field to ensure that it meets the quality targets, contractual requirements of the commissioners and the National Minimum Standards keeping the Locality Manager informed of the outcomes and issues that are identified.
- To report to the Locality Manager any issues regarding the legislative requirements concerning the services provided and the staff providing them.
- **To deliver “hands on” care to Service Users and to make reviews of the written Care Plans, examine the written records of medication administration, finance and daily log notes kept by Staff as required by the Locality Manager.**
- To report to the Locality Manager any financial issues that have an impact on the service users overall budget.
- To assist the Locality Manager with the recruitment, induction, training and supervision of Staff.
- At the direction of the Locality Manager – to carry out spot checks and **supervision reviews of the Staff’s performance.**
- To assist the Locality Manager in holding team meetings for Care Workers.
- To produce reports as required by the Locality Manager.
- To maintain accurate records.

Health & Safety

- **To be familiar with the Eclipse Care’s obligations under the Health and Safety at Work Act 1974 and the other Health and Safety Regulations detailed in the Eclipse Care Health and Safety Policies.**
- At the direction of the Locality Manager - to carry out risk assessments under the Health and Safety requirements.
- To keep the Locality Manager informed of the outcomes and issues that are identified concerning Health and Safety issues.

Quality Control

- **To assist the Locality Manager to implement the monitoring and quality control processes under the Eclipse Care’s Quality Assurance Policy.**
- To assist the Locality Manager in carrying out surveys, monitoring Staff performance, training and supervising Staff in Quality Control assessments.
- **To be familiar with and to implement the Eclipse Care’s policies and procedures and all legislative and regulatory requirements relating to the activities of Eclipse Care.**
- To be aware of the Quality Assurance Policy of Eclipse Care and its implementation in the provision of a quality service.
- To represent Eclipse Care in a professional manner at all times, on the telephone, face to face or in written communication.

General

- To assist the Locality Manager in the aim of Eclipse Care in providing a quality service by a team of trustworthy, well trained and reliable Care Workers.
- **Participate in the 'out of hours' on-call Rota.**
- To carry out any other tasks required by the Locality Manager that are appropriate with the level of responsibility.

Appendix 1.5

Job Description Community Care Worker

The role of a Community Care Worker is to work without direct supervision in the home of the service user providing care and support including personal, **social and domestic support whilst adhering to the service user's individual** care and support plan. The aim of the position is to enable service users to remain safely in their own home with as much independence as possible. Alongside providing care and support in a professional, respectful and caring **manner, always ensuring the service user's right to privacy and dignity is** maintained.

Responsible to: Care Co-Ordinator, Locality manager, Operations manager, Directors.

Main Responsibilities

Involvement and Information:

- To be aware of the Eclipse Care organisational structure.
- To know how, and where to access Company policies and procedures and relevant documentation.
- To ensure that all service users understand the care and treatment choices that are available to them.
- To know the arrangements in place for obtaining and acting in accordance with the consent of the service users.
- **To positively promote the service user's right to choice and** independence whilst ensuring that they are treated with the utmost respect, privacy and dignity at all times.
- To be aware of local and national services and sources of support so that information can be provided to service users upon request whilst developing your knowledge base.

Personalised Care, Treatment and Support:

- To assist service users with personal care needs, as detailed in their individual care plan, in an appropriate manner to help meet their desired outcomes.
- To assist service users with mobility problems and other physical disabilities, including incontinence, using aids and personal equipment i.e. hoists, assistive technology etc. in line with their individual care plans.
- To communicate effectively with service users, carers and other professionals.
- To report any concerns to your line manager relating to significant **changes in the service user's health and support needs.**
- To contribute to the service user review process, along with the service user assessor and all other involved parties, by using your knowledge of assisting the service user in meeting the desired outcomes.

Safeguarding and Safety:

- To understand safeguarding processes for ensuring that vulnerable individuals are safeguarded against the risk of abuse.
- Have ability to, in accordance with Eclipse Care and Local Policies to identify the potential for abuse, take appropriate preventive measure and to report any allegations of suspected or actual abuse.
- To report any untoward incidents or accidents to your line manager in accordance with Company policy and quality monitoring processes.
- To identify risk of infection or contamination and alert concerns to your line manager for further assessment.
- To assist with the general standards of hygiene and cleanliness in accordance with planned care and support.
- To ensure that as far as reasonably practicable where equipment is provided as part of the care and support plan it is safe and fit for purpose.
- **To assist or administer the service user's medication in line with Company Policy and Procedures.**
- To undertake the appropriate level of training and regular updates to stay abreast of best practice regarding medication.
- To adhere to actions identified in Risk Assessments, in accordance with both relevant Company Policies and standard legislative Health and Safety requirements.
- To report any observed faults, defects or damage to the premises, fixtures and fittings or equipment to your line manager

Suitability of Staffing

- To inform your line manager if you experience difficulty getting to your scheduled visit at the agreed time.
- To attend supervision, annual appraisals and team meetings with the Locality Manager and use this to inform your Personal Development Plan.

- To maintain awareness of best practice.

Quality and Management

- **To ensure the Company's Complaints Policy and Procedures are** followed when dealing with any concerns or complaints raised by service users or their carer.
- To keep legible, accurate and detailed records in line with company policy and regulatory requirements.
- To understand and comply with both Company and legislative requirements regarding confidentiality and data protection.
- Attend staff meetings, as required, for the dissemination of information about the service, peer support and exchange of ideas.