



JOB DESCRIPTION & SELECTION CRITERIA

Position Title	Therapeutic Community Team Leader
Location	191 West Burleigh Rd, West Burleigh 4220
Last Reviewed	March 2011

About the Gold Coast Drug Council Inc.

The Gold Coast Drug Council Inc. (GCDC) had its beginnings as a voluntary organisation known as the Drug Referral Centre. It was established in 1971 as the first alcohol and drug service on the Gold Coast. In 1981 land was granted by the Gold Coast City Council at 191 West Burleigh Road to establish a centre for education, prevention, assessment, referral and detoxification – this was called Mirikai (or “place of peace”).

In the 1980’s the GCDC focused on developing professional standards for treatment and education and in 1987 adopted a Therapeutic Community approach to treatment services for young people. The GCDC was also the first residential rehabilitation centre in Australia to become accredited under the Quality Improvement Council in 2001.

Over the years the organisation has developed a range of community services which assist young people and their families. These services include residential services and a wide range of out-client services supported by both state and federal funding.

Recently, the GCDC has developed an integrated model of specialist treatment to address the complex requirements of those clients who have coexisting mental health and substance abuse needs, and is becoming one of the leading agencies in Southeast Queensland to provide these services.

Philosophy of the Gold Coast Drug Council Inc.

The Gold Coast Drug Council (GCDC) believes that the reason for drug use is both social and psychological. Therefore our programs have been designed to incorporate flexibility so that we can best meet the problems and progress of the individual client.

Our programs can assist our clients to strengthen their decision to stop taking their drug/s of dependence and to deal with the underlying reasons for drug use. They also offer clients practical skills that can help their behaviour to become more self-regulatory, and enhance their choices in making major lifestyle changes in order to stay free of drug/s of dependence.

We strongly believe in consumer and community participation in the development, design and evaluation of the program and we will use all avenues available to us to facilitate community participation in the way services are delivered.

Gold Coast Drug Council Inc. Values

Community: Community for us means collaboration, participation, diversity and mutuality.

Compassion: Compassion for us means generosity, nurturing, empathy and being supportive.

Competence: Competence for us means valuing skill, knowledge, professionalism, commitment and diligence; and encouraging professional development and personal growth.

Innovation: Innovation for us means being creative, responsive, strategic, visionary and collaborative, and valuing research and evaluation.

Integrity: Integrity for us means being ethical, honest and trustworthy and principled.

Optimism: Optimism for us means we believe in the power of hope, that we promote positivity, and have a firm belief in the potential for change.

Respect: Respect for us means a positive regard for all individuals, and an appreciation of uniqueness and diversity.

Social Justice: Social justice for us means belief in fairness and justice; the need for a balance of rights and responsibilities; and the promotion of equity and access for all people.

Transparency: Transparency for us means openly communicating in relation to the decisions and practices which affect others.

Working Relationships

This position reports to the Program Director and/or Executive Director.

This position is responsible for supervising Therapeutic Community staff and the Catering Manager.

Key Responsibilities and Tasks

Leadership

- Ensure the ethics; philosophy and therapeutic model of the GCDC are maintained through the delivery of all its programmes
- Contribute to and implement the vision, strategy and plans of the GCDC
- Promote effective staff/volunteer/resident relationships
- Liaise and network with other agencies
- Promote best practice and evidence based interventions
- Represent the GCDC at events & meetings as required
- Contribute to the overall management and performance of the GCDC as a part of the management team
- Participate in management meetings
- Take responsibility for the implementation of the policies and procedures for integration of treatment of comorbid clients in all programs under the umbrella of the GCDC

Key Performance Indicator 1

- i) Attend, observe and provide feedback on all groups delivered by staff of the Therapeutic Community every three months and identify and report training gaps to Program Director through way of a documented report
- ii) Promote staff to balance consequential thinking and positive reinforcement with all clients of the service, despite complexity and other pertinent factors through facilitation of and/or attendance at case discussion/management/review with staff and clients (where appropriate)
- iii) Maintain the integrity of the philosophy of the Mirikai program – i.e. ensure Safety Net is the learning stage, Stage 2 encourages responsibility and Stage 3 is primarily responsible for nurturing the community
- iv) Frequently review the functioning of each stage so as to adequately inform of issues through discussion and gathering of information from handover; brief comments regarding this should be recorded with examples, and forwarded to Program Director
- v) Ensure relationships between staff, volunteers and residents are appropriate and encourage informal interactions with staff/volunteers/residents through various activities to help build relationships. For example, out of program activities may include but not be limited to volleyball games, picnics etc.
- vi) Upkeep of a roster that promotes staff/resident contact by way of interaction through lunch and informal discussions
- vii) Ensure that staff members are actively involved in Therapeutic Community day to day activity including promoting the concepts of 'walking the floor' and floor management roles

- viii) Attend agency visits and host/co-host agencies visiting Mirikai; where appropriate, encourage or initiate agency visits and include Therapeutic Community staff also
- ix) Active awareness of current literature and evidence based best practice pertinent to the Therapeutic Community and dual diagnosis/ co-morbidity by way of viewing literature/research disseminated through the organisation and relevant websites etc.
- x) Ensure relevant learning, literature and information is passed on to relevant staff members through informal/formal meetings and training
- xi) Attend weekly Team Leader Meeting and any other meeting as required relevant to the management role
- xii) Monitor the recommendations/outcomes from The Therapeutic Community Advisory Group and report action items, quality improvement to the Program Director

Service Management

Oversee the day-to-day delivery of the programs including –

- Ensuring the program is delivered consistently and to plan
- Admission and discharges from the Program (working closely with the Program Director and Dual Diagnosis Co-ordinator)
- Ensuring appropriate referrals are made where required
- Supporting staff through monitoring and reviewing of activity
- Supporting the referral of complex clients
- Acting as the network and contact point for inter-agency collaboration
- Acting as the liaison point for team office and accommodation issues, working directly with the Maintenance Officer where appropriate
- Providing Therapeutic Community residents with support and advocacy relevant to the role when need arises
- Liaising with Drug Court and Oasis workers
- Participating in case management meetings, Complex Case Conferencing and other relevant internal clinical meetings
- Development of networking and information sharing through media forum

Key Performance Indicator 2

- i) Provide written/verbal report to Program Director (or Executive Director in absence of Program Director) of all daily program changes
- ii) Attend clinical intake meeting with Dual Diagnosis coordinator and Program Director
- iii) Ensure Assessment Phase clients are prioritised by allocating staff resourcing to ensure engagement and support into the program where possible including students being allocated clients for brief interventions that are focused to specific issues and supervised adequately

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| iv) | Ensure completion of exclusion as intervention form for clients excluded from Therapeutic Community and forward to Program Director |
| v) | For all clients excluded from Therapeutic Community ensure appropriate referrals and safety measures are in place before client leaves property and recorded in client file |
| vi) | Review exited cases monthly at Therapeutic Community meetings to reflect on how practice or management of client could have differed/improved |
| vii) | Ensure clients are referred to dual diagnosis team in a timely manner through the Complex Case Conference meeting |
| viii) | Meet with Welfare Officer weekly to discuss legal/welfare issues and support this role. |
| ix) | Liaise with maintenance officer regularly regarding maintenance issues and ensure follow up of critical issues |
| x) | Attend Complex Case Conference panel to discuss clients with staff of varying programs |
| xi) | Attend Case Management meetings on Monday and discuss clients to be taken to Complex Case Conference panel with relevant Therapeutic Community staff weekly |
| xii) | Daily email management and response to issues of emergent need and/or risk in an expedient and timely manner |

Supervise the day-to-day management of staff including –

- Ensure the induction/orientation of all new staff and ensure all staff are updated on an annual basis.
- Managing and supporting staff on a day-to-day basis, including allocation to duties as required.
- Co-ordinating all absence (annual leave/TOIL/sickness) arrangements to maintain adequate service availability (working with the Program Director)
- Identifying staff training and development needs and co-ordinating the follow up of training requirements (working with the Program Director.)
- Undertaking regular performance reviews and an annual performance review with relevant staff (working with the Program Director.)
- Ensuring regular team meetings take place and minutes are collated and actions completed.
- Ensuring the delivery of peer supervision, mentoring and group supervision activities as appropriate (working with the Program Director.)
- Ensuring that records/files and the implementation and management of MIMASO are maintained in line with agreed contract and GCDC protocols.
- Ensuring counsellor/client and group allocations are appropriate and timely.
- Undertaking regular file audits of relevant programs.
- Build effective staff and Therapeutic Community resident culture.
- Delegation of duties to appropriate staff member, i.e. rent problems and legal issues to be handled by Welfare Officer, medication and injuries to be handled by the Nurse etc.

- Enabling a smooth flow of communication to occur within the multidisciplinary team
- Field after hour's calls in agreement with Program Director/Executive Director and ensure critical issues are communicated effectively

Key Performance Indicator 3

- i) At morning handover, ensure all staffs are allocated to groups, counselling, follow up, specific roles etc.
- ii) Ensure all leave/TOIL requests are submitted in a timely manner and are coordinated with other staff leave
- iii) Ensure all leave/TOIL requests are forwarded to Program Director/Executive Director within an acceptable timeframe
- iv) Carry out staff appraisals annually and provide copy of appraisal to Program Director
- v) Meet with Program Director regularly to discuss client/program/staff issues
- vi) Ensure all meetings take place and commence on time
- vii) Oversee and support staff to complete records, files, MIMASO etc. appropriately
- viii) Encourage staff to interact informally as well as formally with clients to help foster Therapeutic Community culture with agreed strategies e.g. lunch, greater presence from staff in the Therapeutic Community
- ix) Report on status of Therapeutic Community/Residents/ and issues with clients to Program Director (Executive Director in absence) in accordance with risk management
- x) Report critical issues that occur after hours and ensure these issues are communicated and followed up with appropriate reporting and intervention

Service Performance

- Ensure the timely delivery of qualitative and quantitative information/reports for funding bodies as required for the Mirikai Program

Key Performance Indicator 4

- i) Provide weekly reports on agency database
- ii) Participate in review of Service Action Plans, Operational Plans/Strategic Plans annually
- iii) Monthly reconciliation of financial spreadsheet

Quality

- Audit, evaluate and quality assure programme activities and outcomes
- Lead appropriate elements of the quality work program relevant to the Mirikai Programs and which support the Accreditation process
- Attend staff, team and QIC meetings
- Ensure the involvement of staff, clients, their families and friends in the evaluation and development of services

- Promote best practice and evidence based interventions

Key Performance Indicator 5

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| <ul style="list-style-type: none"> i) Attend QIC meeting as scheduled ii) Disseminate information from QIC meetings to Therapeutic Community staff team weekly at appropriate meetings iii) Read all policy changes as they occur and disseminate relevant policies to Therapeutic Community staff team iv) Undertake file audits three monthly of Therapeutic Community files and report findings to Program Director v) Review core policies of GCDC annually vi) Disseminate information from client committee processes to Therapeutic Community staff members and report findings to Program Director |
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Work Place Health & Safety (WH&S)

As Therapeutic Community Team Leader –

- Ensure that staff attend orientation and regular refresher training in relation to WHS policies & procedures
- Monitor compliance of WH&S policies & procedures through day to day management, staff meetings and performance appraisal processes
- Conduct regular safety audits using audit checklist and keep records
- Ensure that all incidents/accidents are recorded and notified in line with WH&S policies and procedures
- Oversee in conjunction with the Maintenance Officer the effective running, security and operation of Mirikai vehicles

As an employee to –

- Work in a healthy & safe manner and encourage others to do the same
- Be aware of and adhere to WH&S policies and procedures
- Participate in any required training
- Comply with all warning & safety signage
- Report or rectify any unsafe conditions which come to their attention
- Report all incidents or injuries to a supervisor

Key Performance Indicator 6

As Therapeutic Community Team Leader to –

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| <ul style="list-style-type: none"> i) Ensure that staffs attend orientation and regular refresher training in relation to WHS policies & procedures and record this on personnel files ii) Monitor compliance of WH&S policies & procedures through day to day management, staff meetings and performance appraisal processes iv) Conduct regular safety audits using audit checklist and keep records |
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- v) Ensure that all incidents/accidents are recorded and notified in line with WH&S policies and procedures
- vi) Oversee in conjunction with the Maintenance Officer the smooth running, security and operation of Mirikai vehicles and report back accordingly

As an employee to –

- i) Demonstrate and role model a sound responsibility to work in a healthy and safe manner
- ii) Be aware of and adhere to WH&S policies and procedures endorsing safe practice and code of conduct for other staff members to adhere
- iii) Participate in any required training and record all episodes of training
- iv) Comply with all warning and safety signage and ensure that these are clearly understood and visible in your areas of concern.
- v) Report or rectify any unsafe conditions which come to their attention
- vi) Report all incidents or injuries through incident reports and in critical instances to the Program Director and/or Executive Director

Volunteers

- Work closely with the Volunteer Coordinator to ensure that Volunteers working in the Therapeutic Community are fully engaged with staff/residents in appropriate team activities, training and development wherever possible

Key Performance Indicator 7

- i) Meet with Volunteer Coordinator fortnightly to discuss any issues arising and provide support and mentoring

Other

Key Performance Indicator 7

- Represent the Gold Coast Drug Council at events, conferences, seminars and adventure/therapy camps and residents graduations from the Therapeutic Community
- Be on call to weekend and night staff when rostered to do so as outlined above

Terms and Conditions of Service

As laid down in the contract.

This job description may be amended by management through consultation with the post holder in order to reflect changes in, or to, the job.

Review

The responsibilities of this post will be reviewed in consultation with the post holder at least on an annual basis.

Review date:

Job Description: Approved by: _____ Date: _____
Title: _____

Agreed by: _____ Date: _____
(Job Holder)

Selection Criteria

- SC1 Possession of a degree, diploma or certificate in the behavioral sciences.
- SC2 Demonstrated competence and a record of achievement in:
- a) interpersonal and micro counselling skills and
 - b) group dynamics and group facilitation skills and
 - c) Provision and co-ordination of interventions for people with addictive behaviours or related issues.
- SC3 Demonstrated competence and or an understanding of case management principles including assessment, treatment planning and review of outcomes.
- SC4 Demonstrated competence and a record of achievement in:
- a) strategic planning and service development
 - b) priority setting/problem solving skills
 - c) skills in implementing agreed plans and strategies
 - d) monitoring outcomes
- SC5 Demonstrated competence and a record of achievement in staff development and management including:
- a) teambuilding staff supervision, staff appraisal
 - b) staff training and development activities
 - c) relationship counselling and conflict management
 - d) quality monitoring
- SC6 Sound knowledge related to workplace health and safety issues related to residential establishments and client care.
- SC7 Possess (or can obtain on appointment) a “Working with Children check” Suitability Card from the Commission for Children and Young People