



Executive Director of Nursing, Midwifery and Allied Health Professionals

Applicant Information Pack

Application Closing Date:
19th September 2019

NHS Lanarkshire
Board Headquarters
Kirklands Hospital
Fallside Road
Bothwell G71 8BB



Pack Contents

To assist you with your application for the post of Executive Director of Nursing, Midwifery and Allied Health Professionals for NHS Lanarkshire, this pack will provide useful information about the post, about NHS Lanarkshire and about Lanarkshire more generally.

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Useful websites

- ◆ NHS Lanarkshire – www.nhslanarkshire.org.uk
- ◆ Scotland’s Health on the Web (SHOW) – www.show.scot.nhs.uk
- ◆ NHS Lanarkshire Finance
<https://www.nhslanarkshire.scot.nhs.uk/about-us/financial/>

Section 1

Welcome

I would like to take this opportunity to thank you for your interest in the post of Executive Director of Nursing, Midwifery and Allied Health Professionals, NHS Lanarkshire. The vacancy exists as a consequence of the retirement of our current Director, Irene Barkby.

The role of Director of Nursing, Midwifery and Allied Health Professionals, NHS Lanarkshire is pivotal in leading transformational change across the NHS and public sector in Lanarkshire as we strive to deliver a healthier future for our communities.

This is an excellent opportunity for an exceptional person who can evidence outstanding leadership qualities. We are seeking a talented, credible leader with vision, enthusiasm and energy for the role.

Our new Director of Nursing, Midwifery and Allied Health Professionals, NHS Lanarkshire will adopt and demonstrate our values, will lead a successful organisation as it tackles new challenges and will be responsible for the continued development of NHS Lanarkshire's reputation for success and progress in health improvement, tackling inequalities and delivery of high quality and safe healthcare.

If you require any additional information or wish to discuss the role, informal enquiries are welcomed in confidence by myself and/or Irene Barkby, the retiring post holder. This should be arranged through contact, in the first instance, with Jacqueline Murdoch, Personal Assistant, to the Chief Executive on 01698 858176.

Yours sincerely,



Calum Campbell
Chief Executive



Executive Director of Nursing, Midwifery and Allied Health Professionals

Salary Range - £89440 to £121318 per annum

NHS Lanarkshire is one of the largest and most complex health economies in Scotland, providing health services across Lanarkshire to a population of 650,000 with an annual budget of £1.27 billion. We work closely in partnership with 2 local Councils and Integration Boards to deliver improved health and social care for our local communities.

We are a values-driven organisation, currently embarking on a transformational change programme with clinical quality, person centred, safe and effective care firmly at the centre of our strategic plan.

The role of Director of Nursing, Midwifery and Allied Health Professionals, NHS Lanarkshire is pivotal in leading transformational change across the NHS and public sector in Lanarkshire as we strive to deliver a healthier future for our communities.

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Our new Director of Nursing, Midwifery and Allied Health Professionals, NHS Lanarkshire will adopt and demonstrate our values, will lead a successful organisation as it tackles new challenges and will be responsible for the continued development of NHS Lanarkshire's reputation for success and progress in health improvement, tackling inequalities and delivery of high quality and safe healthcare.

You will be able to communicate effectively with a range of audiences and have a track record of building high performing teams bringing about change, preferably in a complex healthcare system. Experienced in corporate work and as a key member of the Corporate Management Team you will be expected to contribute beyond your defined portfolio.

For an informal discussion about the post please contact Mr Calum Campbell, Chief Executive and Irene Barkby on 01698 858088.

Information packs and details on how to apply are available from JobTrain.
<https://apply.jobs.scot.nhs.uk/displayjob.aspx?jobid=5205>

Reference: 004936

Closing Date for Applications: 19th September 2019

Interviews are scheduled for: Week Commencing 28th October 2019

NHS Lanarkshire Board

Based at Kirkland's Hospital in Bothwell, Lanarkshire's NHS Board's overall purpose is to ensure the efficient, effective and accountable governance of the organisation and to provide strategic leadership and direction focussed on outcomes.

The Board is responsible for investing in healthcare services to monitor, protect and improve the health of the people of Lanarkshire.

The Board of Directors is accountable to the Cabinet Secretary for Health and Wellbeing and the Scottish Government.

The Board governs the accountability and performance of NHS Lanarkshire services. The Board chairman and each of the non-executive directors are appointed by the Cabinet Secretary for Health and Wellbeing. The NHS Board itself consists of the chairman, executive and non-executive directors:

Non-executive directors:

- ◆ Mrs. Neena Mahal, Board Chair
- ◆ Mr. Phillip Campbell, Vice Chair
- ◆ Mr. Michael Fuller, Non-Executive Director
- ◆ Mrs. Margaret Morris, Non-Executive Director
- ◆ Dr. Avril Osborne, Non-Executive Director
- ◆ Ms. Lesley Thomson, QC, Non-Executive Director
- ◆ Mr. Brian Moore, Non-Executive Director
- ◆ Mrs. Lilian Macer, Employee Director
- ◆ Mrs. Maureen Lees, Chair, Area Clinical Forum
- ◆ Councillor Paul Kelly, North Lanarkshire Council
- ◆ Councillor Jim McGuigan, South Lanarkshire Council



Executive Directors - Board members:

- ◆ Mr. Calum Campbell, Chief Executive.
- ◆ Mrs. Laura Ace, Director of Finance
- ◆ Dr Jane Burns, Medical Director
- ◆ Mrs. Irene Barkby, Director for Nursing, Midwifery and Allied Health Professionals
- ◆ Mr Gabe Docherty, Director of Public Health.

Executive Directors - Non-Board members:

- ◆ Mr. Colin Lauder, Director of Strategic Planning and Performance
- ◆ Mr. John White, Director of Human Resources
- ◆ Mrs. Heather Knox, Director of Acute Services and Deputy Chief Executive
- ◆ Mr. Ross McGuffie, Chief Accountable Officer, North
- ◆ Ms. Val de Souza, Director of Health and Social Care, South
- ◆ Mr Donald Wilson, Director of Information & Digital Technology
- ◆ Mr Calvin Brown, Director of Communications



About NHS Lanarkshire

NHS Lanarkshire is responsible for improving the health and providing comprehensive health care to a population of approximately 650,000 people living within the North and South Lanarkshire local authority areas. NHS Lanarkshire currently employs approximately 12,500 staff (Headcount).

NHS Lanarkshire is comprised of Acute Services (which currently provide hospital based services over 3 main sites), North and South Lanarkshire Health and Social Care Partnerships which provide integrated primary healthcare and social care services to local communities and surrounding areas. There is also an area wide Public Health Service which is based at Kirklands, Bothwell.

Acute Services

NHS Lanarkshire's Acute Services provide a comprehensive range of acute adult and children's services to the population of Lanarkshire and more specialised health services for patients throughout Scotland. The University Hospitals of Wishaw, Monklands and Hairmyres are the 3 main acute hospital sites.

University Hospital Wishaw

University Hospital Wishaw is a district general hospital with 626 inpatient beds and a 24 hour emergency department.

It opened on the 29th of May 2001, replacing the former Law Hospital. University Hospital Wishaw was built under PFI arrangements.

Its services include:

- ◆ Lanarkshire's maternity unit, which is the second largest in Scotland, delivering around 5500 babies every year;
- ◆ Paediatric neonatal unit;
- ◆ MRI scanner;
- ◆ Elderly care and psychiatric day hospitals;
- ◆ Emergency care unit containing an integrated emergency unit with a 36 bed ward.



University Hospital Monklands

University Hospital Monklands is a district general hospital located in Airdrie and has 411 inpatient beds and a 24 hour emergency department. This hospital opened its doors to patients in 1977.

Its services include:

- ◆ Lanarkshire's renal (kidney) unit, providing an unprecedented level of care for Lanarkshire's renal patients.
- ◆ Lanarkshire's inpatient services for ear, nose and throat (ENT), dermatology and communicable diseases.

Monklands Replacement Project (MRP)

The MRP is NHS Lanarkshire's exciting and positive vision for a new, state-of-the-art Hospital.

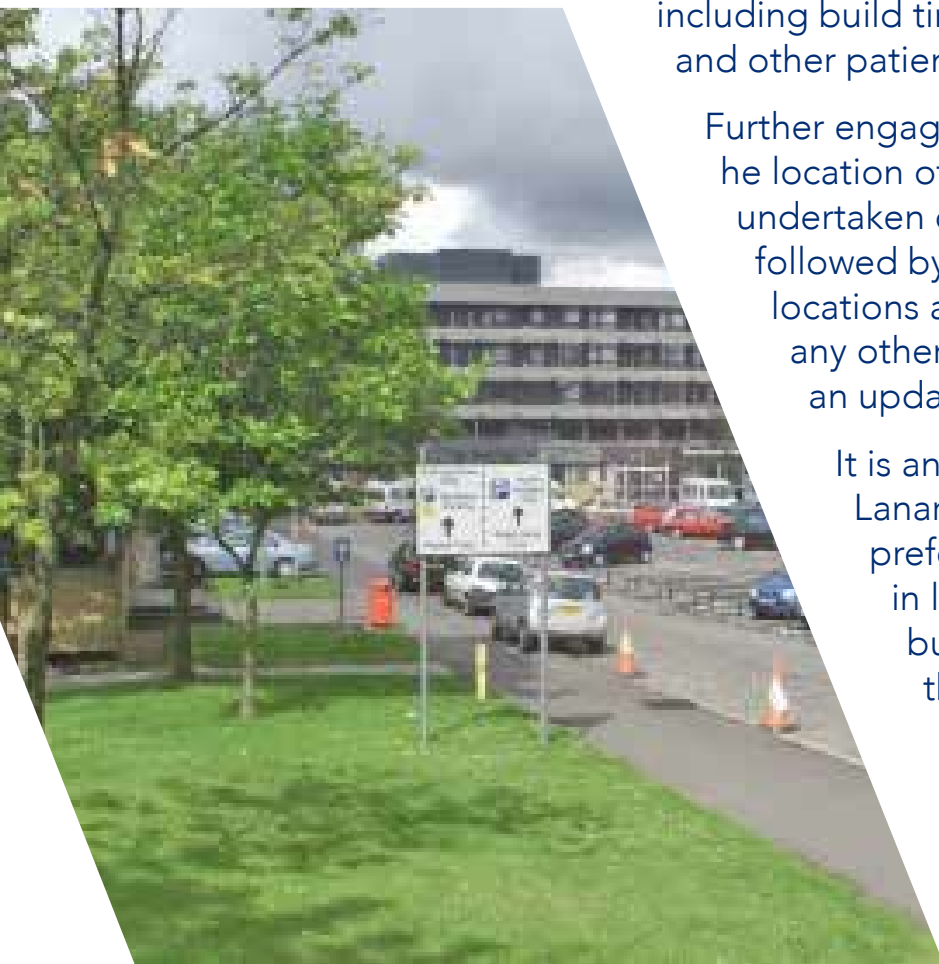
An outline business case is currently being prepared to replace University Hospital Monklands at a new location within the hospital's unscheduled care catchment area.

The new Hospital, which will be at the forefront of the use of digital technology, is being designed to meet the requirements of a new model of care that has been created by our clinicians to achieve the vision of the NHS Lanarkshire's healthcare strategy, Achieving Excellence.

In June 2019, Jeane Freeman, Cabinet Secretary for Health and Sport, announced that the current University Hospital Monklands site should no longer be an option for the location of the new hospital due to factors including build time, cost, infection control and other patient safety issues.

Further engagement with the public over the location of the future hospital will be undertaken during autumn 2019, to be followed by a re-evaluation of the potential locations at Gartcosh and Glenmavis and any other viable sites identified through an updated site search.

It is anticipated that the NHS Lanarkshire Board will decide on a preferred option for a hospital site in late 2019 and that the outline business case will be submitted to the Scottish Government for approval in autumn 2020.



University Hospital Hairmyres

University Hospital Hairmyres is a district general hospital again built under PFI arrangements and is situated in East Kilbride with a 24 hour emergency department. It has 492 inpatient beds.

The original Hairmyres Hospital was an old military style hospital occupying multiple sites. The decision to redevelop the site was made in 1998, and the new hospital opened in 2001.

Services include:

- ◆ A full range of inpatient, outpatient, diagnostic and clinical support services.
- ◆ Lanarkshire's only cardiac catheterisation centre, consisting of 2 new state-of-the-art catheterisation laboratories for diagnosis and treatment of blood vessel blockages around the heart.
- ◆ MRI and CT scanners.
- ◆ Psychiatric beds.



North and South Lanarkshire Health and Social Care Partnerships

NHS Lanarkshire and North and South Lanarkshire Councils formed the North and South Lanarkshire Health and Social Care Partnerships to develop a wide range of community facing health improvement, health and social care services with Locality based planning and delivery.

The Partnerships include a range of community health and social care services, community hospitals (mainly for long term conditions and continuing care for older people), as well as a wide range of services for patients with mental health problems and learning disabilities. Services also include GP Practices providing many primary and community care services throughout Lanarkshire. Children's and Young Peoples Services are also provided and managed within the Partnership's structure.

There has been a number of new community health centres built over the past 5 years, improving facilities for the population of Lanarkshire. Carluke, Coatbridge, Airdrie, Kilsyth, Wishaw and East Kilbride all benefited from new state-of-the-art centres being built, offering a much wider range of services for local communities. The new centres also offer improved working conditions to members of staff within the primary care teams.



Public Health Service

Public Health covers three main functions: Health Improvement, Health Protection, Health and Service Provision.

The Public Health Medicine Service has both planned and emergency aspects to its work.

Planned Public Health key tasks include: epidemiology of specific diseases, developing and interpreting health information and ensuring confidentiality of all patient identifiable data.

The most recent Director of Public Health Report can be accessed on-line below:

Public Health 2017/18

*The Annual Report of the
Director of Public Health*



Director of Public Health Report 2017/18

<https://www.nhslanarkshire.scot.nhs.uk/download/public-health-2017-18/>

Achieving Excellence

Aim

Our aim in Lanarkshire is to develop a healthcare strategy that supports the development of an integrated health and social care system which has a focus on prevention, anticipation and supported self-management. With the appropriate use of health and care services we can ensure that patients are able to stay healthy at home, or in a community setting, as long as possible, with hospital admission only occurring where appropriate.

This Healthcare Strategy is one part of a trilogy of plans, with essential co-dependencies between this and the Joint Strategic Commissioning Plans produced by the North and South Lanarkshire Health and Social Care Partnerships (HSCPs). The Chief Officers of the HSCPs and NHS Lanarkshire are co-authors of this strategy.

The plans are based on the assessed needs of our communities and are designed to ensure that the right mix and volume of services are delivered to best meet the changing needs of our population. At the same time as focusing on local priorities, the Lanarkshire Healthcare Strategy will take full account of the National Clinical Strategy and the Health and Social Care Delivery Plan which set out the principles that will underpin clinical service changes across Scotland.

Future services, locally and nationally, will have:

- ◆ system-wide drive for improvement across disease prevention, early professional intervention, supported self-care and improved rehabilitation;
- ◆ primary care with a more prominent role, treating more people without the need to refer to hospital;
- ◆ secondary care organised in 'centres of excellence' and networks of hospitals providing specific clinical services (as opposed to all clinical services as at present) thus making best use of skilled staff and specialised facilities and equipment to produce excellent outcomes;
- ◆ a new clinical paradigm which will ensure that patient value is enhanced by proceeding with minimally disruptive, realistic medicine.

Lanarkshire Quality Approach

NHS Lanarkshire is committed to delivering world-leading, high-quality, innovative health and social care that is person-centred. Our ambition is to be a quality-driven organisation that cares about people (patients, their relatives and carers, and our staff) and is focused on achieving a healthier life for all. Through our commitment to a culture of quality we aim to deliver the highest quality health and care services for the people of Lanarkshire.

Our focus on quality is not new, but sometimes it has meant different things to different people. We have therefore developed a Strategic Framework called the Lanarkshire Quality Approach. It will underpin all of the work that the organisation does. It will ensure that the decisions the organisation takes, the services we provide and the way in which we do so, align with the values at its core. This means that when we plan and redesign our services, the organisation's key principles will inform any changes we make. It provides the structure and values to drive healthcare improvements such as those described in this Strategy.

People at the Heart of our Approach

The Lanarkshire Quality Approach sets out core values and principles and will ensure these reflect our aim to provide assurance to the public, the Board and Ministers that as a quality organisation we demonstrate:

- ◆ A caring and person-centred ethos that embeds high quality, safe and effective care;
- ◆ That we continually strive to do the best individually and collectively;
- ◆ That we accept individual accountability for delivering a service to the best of our ability;
- ◆ That we are responsive to changing culture, expectations and needs.



Quality Driven Aims

We have identified four strategic aims to achieve our vision, which have as prerequisite criteria the NHS Scotland Quality Strategy ambitions of being person-centred, safe and effective along with the requirement to improve efficiency and to achieve financial sustainability by doing the right thing, on time and within budget. These strategic aims are:

- ◆ to reduce health inequalities and improve health and healthy life expectancy;
- ◆ to support people to live independently at home through integrated health and social care working;
- ◆ for hospital day case treatment to be the norm, avoiding admissions where possible;
- ◆ to improve palliative care and support end of life services.

Our underpinning quality ambitions are to deliver person-centred, safe and effective care.

For us this means:

- ◆ **person-centred** - mutually beneficial partnerships between patients, their families, carers and those delivering health care services which respect individual needs and values and which demonstrate compassion, continuity, clear communication and shared decision making;
- ◆ **safe** - there will be no avoidable injury or harm to people from the health care they receive and an appropriate clean and safe environment will be provided for the delivery of health care services at all times;
- ◆ **effective** - the most appropriate treatments, interventions, support and services will be provided at the right time to everyone who will benefit and wasteful or harmful variations will be eradicated.

We believe that our shared pursuit of these three quality ambitions will make significant and positive impacts on efficiency and productivity and through this we will secure both improved outcomes for the people we serve and financial sustainability for the organisation.



Sustainable delivery of the Quality Strategy

“Safe, effective and person-centred care which supports people to live as long as possible at home or in a homely setting.”

Our Values

It is not only what we do that is important; the way we do things also matters enormously. The NHS Lanarkshire values of Fairness, Respect, Working Together and Quality underpin our purpose, providing local focus and context for the improvement of our services and guiding our individual and team behaviours. For us this means:

- ◆ **Fairness:** Ensuring clear and considerate decision making at all levels;
- ◆ **Respect:** Valuing every individual and their contribution;
- ◆ **Quality:** Setting and maintaining standards in everything we do;
- ◆ **Working Together:** Thinking, growing, delivering as a team.

How will we get there?

We are committed to establishing a connected infrastructure that supports the organisation to deliver on its ambition of putting quality at the heart of the organisation. The components of this infrastructure include:

- ◆ **Leadership and Behaviours** - To bring the culture to life the quality ambitions must be demonstrated in day to day behaviours “from board room to the patient”. We will ensure that leaders at all levels in the organisation are empowered to work in this way;
- ◆ **Improvement and innovation** - We will use a consistent approach to improvement throughout the organisation that reflect all stages of the improvement journey and apply to continuous daily improvement as well as large-scale transformational change;
- ◆ **Communications and Engagement** - To support our approach we will implement a comprehensive communication and engagement plan in order to promote our organisational purpose and quality ambitions and develop even further our partnership with patients, the public, staff, professional advisory committees, local authorities, general practitioners, general dental practitioners, third and independent sector, carer organisations and elected representatives;
- ◆ **Information** - We collect a range of data on the services we provide. This information can support us to measure how the Strategic Framework is being applied to give the Board confidence that the organisation is planning and delivering within the aspirations of the Framework;
- ◆ **Knowledge and skills** - We want our staff to be the most caring, knowledgeable and skilled workforce in Scotland. We are committed to ensuring staff are provided with the appropriate knowledge, skills and confidence to deliver high quality services on a day to day basis and at the same time continuously improve those services.

These themes are intended to illustrate areas of action that will enable us to achieve the cultural changes needed to sustain the organisation with quality at its heart.

In summary, the Lanarkshire Quality Approach provides a clear outline of the vision, mission, values and objectives of our organisation. It is important that we are clear with ourselves and others about our vision and the key values and objectives we believe will enable us to deliver good quality, person-centred care. In order to provide this clarity we have developed a visualisation of the Lanarkshire Quality Approach as shown below.

The Lanarkshire Strategic Framework

The full Achieving Excellence document can be accessed on-line below:

<https://www.nhslanarkshire.scot.nhs.uk/download/achieving-excellence/>

Workforce Planning

NHS Lanarkshire is fully committed to ensure that we have a workforce which is instrumental in the successful delivery of Achieving Excellence through making best use of their skills and capabilities.



Much work has and continues to be delivered seeking to align strategic clinical and service planning with supporting workforce planning and development activity.

The Workforce Planning contribution to delivery of Achieving Excellence is testament to this.

Simultaneous workforce planning activity is taking place across the West of Scotland Region as we seek to establish common and collegiate understanding of current workforce capacity then vision and plan for the skills, experience and roles for the future.

The most recent NHS Lanarkshire Workforce Planning document can be accessed below:

Workforce Plan 2017/2020

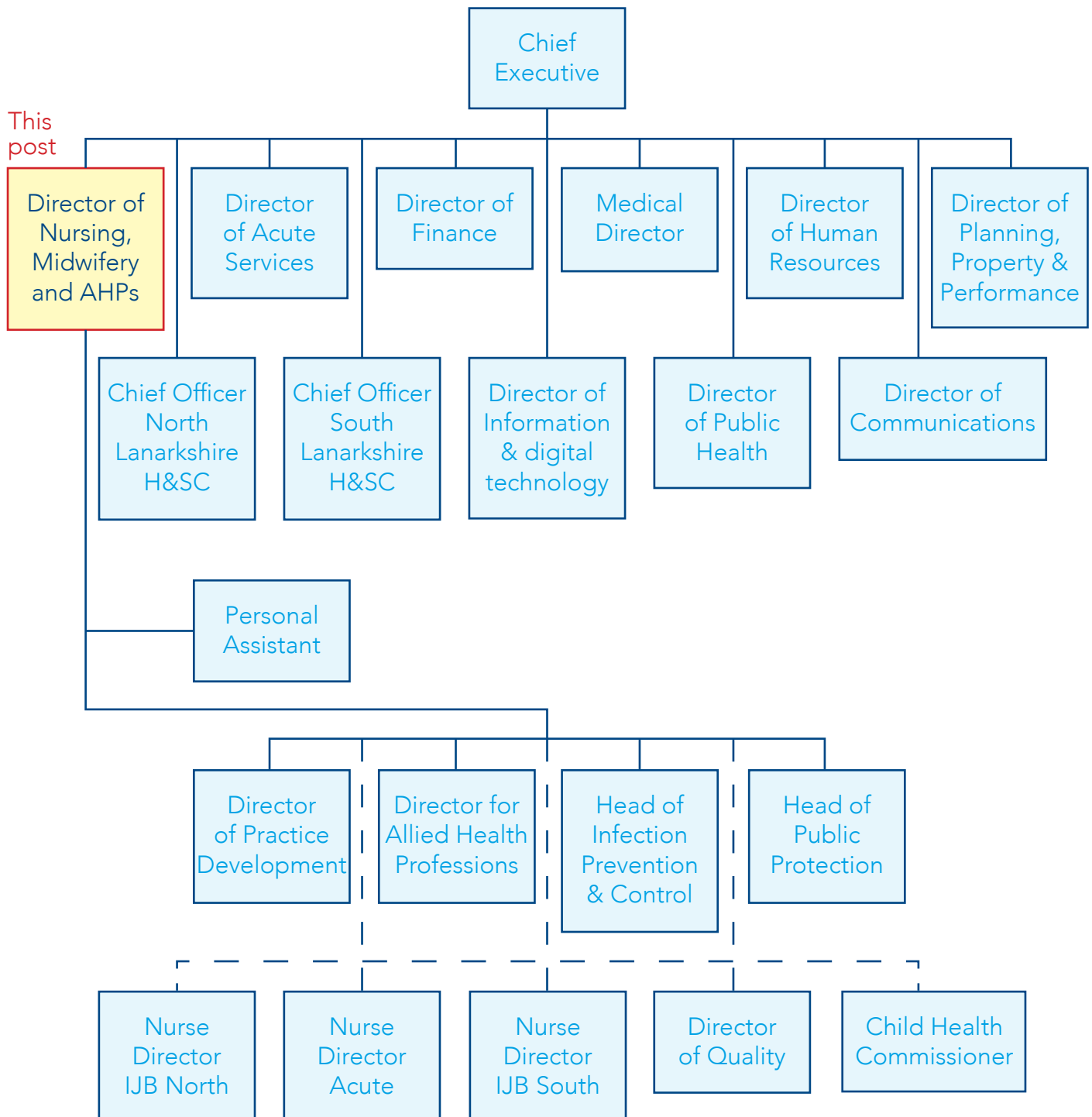
<https://www.nhslanarkshire.scot.nhs.uk/download/nhs-lanarkshire-workforce-plan/>

NHS Lanarkshire takes care to ensure your personal information is only accessible to authorised people. Our staff have a legal and contractual duty to keep personal information secure, and confidential. In order to find out more about current data protection legislation and how we process your information, please visit the Staff Data Protection Notice on our website at

<http://www.nhslanarkshire.scot.nhs.uk/data-protection-notice-staff/>

Section 2

NHS Lanarkshire Organisational chart



Section 3

Selection Process

Post: Executive Director of Nursing, Midwifery and Allied Health Professionals

The Job Description and Person Specification is designed to inform potential applicants on the essential and desirable personal attributes which are sought in the appointment of the Executive Director of Nursing, Midwifery and Allied Health Professionals.

Assessment against these attributes will feature throughout the recruitment and selection process for the appointment.

This will include:

- ◆ Completion of a CV and statement in support of the application;
- ◆ Shortlisting of candidates on the basis of comparison of the information in the CV against the Person Specification;

We plan to interview week commencing 28th October 2019 with pre-interview assessments prior to this date. Further detail will be provided to shortlisted applicants. The Interview Panel will comprise of:

- ◆ Mrs Neena Mahal, Chair
- ◆ Mr John White, Director of Human Resources
- ◆ Mr Calum Campbell, Chief Executive
- ◆ Mr. Philip Campbell, Vice Chair.
- ◆ Ms Fiona McQueen, (External Adviser).

From 1st June 2018 NHS Scotland introduced a Values Based Approach to the recruitment of all appointments at Chief Executive, Executive Director, Director and the other next level immediate direct line reports to the Chief Executive. While it remains the responsibility of individual NHS Boards to carry out recruitment to the Executive Cohort they must do so in line with the guidance contained with Values Based Recruitment Process for NHS Board Executive level appointments. This can be found through the following link www.projectlift.scot/wp-content/uploads/2018/06/Values-Based-Recruitment-Process-for-NHS-Board-Executive-Team-appointment.pdf

In practice this means that the shortlisted candidates will participate in:

- ◆ Psychometric Tests
- ◆ Role Play Exercise
- ◆ Presentation
- ◆ Values Based Competency Interview

Further details of the above will be shared with the shortlisted candidates, however the presentation will form part of the formal interview.

Applicants should submit an application form including a supporting statement and details of 2 referees one of which should be your present employer.

This should be submitted to JobTrain

<https://apply.jobs.scot.nhs.uk/displayjob.aspx?jobid=5205>

Section 4

4a Job description

4b Person specification

4c Summary of NHS Scotland
Core Leadership Competencies

Job Description

1. Job details

Job title:	Executive Director of Nursing, Midwifery and Allied Health Professions
Location:	Headquarters, Kirklands Hospital, Fallside Road, Bothwell G71 8BB
Line Manager:	Chief Executive, NHS Lanarkshire

2. Job purpose

The Executive Director of Nursing, Midwifery and Allied Health Professions will provide energy, drive, leadership and strategic direction, in partnership with Director colleagues, in the delivery of continuous improvement in the clinical performance of NHS Lanarkshire, with a specific focus on:

- Quality of clinical care.
- Continuous improvement of clinical practice and positive patient experience,
- Patient and Public Protection of vulnerable adults and children.
- Infection Prevention and Control including Healthcare Environment Inspections Feedback, comments, concerns and complaints.
- Delivery of Person Centered, Safe and Effective Care.

Specifically :

- As Lead Director provide professional advice within and across the Board and professional leadership to all Nursing, Midwifery and Allied Health Professions (AHPs) throughout Lanarkshire (approximately 6,500 members of staff).
- As Lead Director with responsibility for directing the Head of Public Protection make the lives of at risk children and adults safer by providing effective and responsive services which reduce the risk of harm and ensure action is taken to protect them when required, both directly through NHS Lanarkshire's actions and in partnership with other relevant agencies. As Lead Director, ensure better quality, safer, more person-centred services are delivered across NHS Lanarkshire through continuous quality improvement, effective governance and greater Patient Focus and Public Involvement (PFPI).
- As Lead Director, improve and enhance patient and carer experience of services through the development of systematic feedback mechanisms (both as part of the national programme and local initiatives) and ensuring action is taken as a result.

- As Lead Director, improve the quality of services received by older people in NHS Acute, Primary Care and Community settings. Lead preparation for and management of the inspection of services by Health Improvement Scotland and other related regulatory bodies.
- Joint responsibility for Healthcare Governance with the Medical Director and leading on Care Governance ensuring ownership by all patient-facing staff groups.
- As an Executive Member of the NHS Lanarkshire Board and the Corporate Management Team, fully contribute to and participate in the corporate management and governance of NHS Lanarkshire.
- Influence and shape national strategy and policy and ensure effective implementation of such strategies within NHS Lanarkshire.
- As Lead Director, ensure the delivery of an efficient and effective process for the management of feedback, comments, concerns and complaints with a greater focus on ensuring action is taken as a result.
- To deliver the corporate accountabilities of the NHS Board, Chief Executive and Executive Director Lead required under HDL(2001)10 and HDL(2005)8; that ensures compliance with and contribution to local, regional and national developments in healthcare associated infection policy and guidelines.
- As Lead Director, ensure the focus and drive to deliver Person Centred Care as the foundation for all services.

3. Dimensions

Revenue Budget

The revenue resources allocated to NHS Lanarkshire for 2018/19 was £1.27bn

Population of Health Board Area

- The population estimate for Lanarkshire is 650,000.
- The population comprises both urban and rural communities.
- The health status of the Lanarkshire population overall is significantly lower than other parts of Scotland with significant unemployment and other deprivation.

Number of Staff Employed by NHS Lanarkshire

- NHS Lanarkshire employs approximately 12,000 staff.

Number of Nursing and Midwifery Staff

- 5,500 WTE nurses and midwives.
- 1,000 WTE AHPs.

Number of Staff Directly Managed by Post holder

- Approximately 5 WTE.

Direct Budget Responsibility

- £2.5 million.

Links to Clinical Teaching Universities

- Lanarkshire has long-standing relationships with Universities for pre-registration/under graduate programmes of preparation for Nurses (general and mental health programmes), Midwives, and AHPs. These total more than 1000 placements each year.
- The post holder is expected to consolidate the strategic links with the University of the West of Scotland, Glasgow Caledonian and Strathclyde Universities.

The Executive Director of Nursing, Midwifery and AHPs will be required to work flexibility in relation to the exact nature of the role and responsibilities as determined by any future organisational and or portfolio changes to meet the needs/demands of the service.

4. Organisational chart

See Appendix 2.

5. Role of Department

The Directorate is responsible for developing effective strategies to improve the health and the quality of healthcare for the people of Lanarkshire through the safe and effective development and application of NHS Lanarkshire's Nursing, Midwifery and AHP resources.

The Directorate also provides expert advice on Nursing, Midwifery and AHP matters to the members of the NHS Board and to Nursing, Midwifery, AHP and other clinical and non clinical staff throughout NHS Lanarkshire.

The Directorate leads the development of the strategic direction and performance management of PFPI across NHS Lanarkshire.

6. Key results areas

- The provision of professional leadership and direction ensuring that relevant clinical staff have the right values, knowledge and skills and are organised to fully support and deliver against the aims and priorities of the Board.
- Participate fully in the corporate management of NHS Lanarkshire so that high level professional nursing expertise in the areas of Corporate, Staff and Clinical Governance is directly available to the NHS Board and the Corporate Management Team. Advise the Board on all professional matters in relation to Nursing and Midwifery and the AHPs.
- Lead and direct the development of improvement measures to, enhance the quality of services received by older people across Acute, Primary Care and Community settings.
- Lead and direct the development of the statutory role of the Board in PFPI
- Work with other relevant Executive Directors in the development of Governance frameworks, systems and processes across NHS Lanarkshire to ensure that a system of corporate accountability and effectiveness exists in health and clinical functions and in the management of staff and other resources.
- Lead the delivery of values-based approaches to continuous improvement in the quality and standards of compassionate clinical care and in clinical leadership.
- Lead the development of public protection work across health services in collaboration with North and South Lanarkshire Councils. Represent the Chief Executive at relevant Chief Officers Groups which provide effective scrutiny and governance of local arrangements.
- Lead the delivery of a Patient Affairs Service within NHS Lanarkshire to ensure efficient, responsive and developmental arrangements are in place for effective management of feedback, comments, concerns and complaints. Lead the development of the Nursing, Midwifery and AHP Workforce Development strategies and plans including workforce planning using national common staffing methods and other workforce and workload planning tools and methodologies, leadership development, career pathways, recruitment and retention, education and training, new ways of working, job redesign and pay modernisation benefits realisation. Ensure that the future needs of NHS Lanarkshire for Nursing, Midwifery and AHP staff are understood and appropriately met.
- Provide high-level contributions to national and regional working groups and initiatives ensuring the best and most up-to-date practice is adopted within NHS Lanarkshire.

- Encourage and promote research projects to develop best practice models of Nursing, Midwifery and AHP practice to ensure the contemporary health needs of the people of Lanarkshire are met.
- Contribute to the NHS Lanarkshire service modernisation agenda, by providing professional leadership in relevant care groups, health improvement and organisational areas such as Pay Modernisation and more effective resource use.
- Lead, manage and motivate the staff to achieve stated objectives and ensure the continuous development of staff through appropriate application of the performance management system.
- Demonstrate positive behaviours and attitudes exemplifying NHS Scotland Values, acting as a role model to others and the future cadre of Nursing, Midwifery and AHP leaders.

7. Assignment and Review Work

The post reports to the Chief Executive of NHS Lanarkshire and is responsible for providing a senior management contribution at corporate and strategic levels. The postholder is accountable for leading and driving progress in the identified areas of responsibility set out in this Job Description within the parameters of established national and local priorities. This will include NHS Lanarkshire's annual Local Health Plan and Corporate Objectives.

Review of performance is undertaken through the agreement of annual personal objectives and individual performance appraisal by the Chief Executive, reviewed by the Chairman. Formal appraisal is undertaken on an annual cycle.

8. Communications and Working Relationships

The postholder will communicate with a wide range of senior clinical and non-clinical staff in NHS Lanarkshire; the wider NHS in Scotland and beyond; and with senior officials of external organisations. Excellent communication skills are required in order to persuade others and negotiate the implementation of change. Strong presentational skills are required as is the ability to express views convincingly and coherently using a variety of skills and media.

Excluding the postholder's immediate line manager and subordinates within NHS Lanarkshire, the following are key working relationships:

- With members of NHS Lanarkshire Board and in particular the members of the Clinical and Staff Governance Committees to ensure the provision of information and support to enable them to effectively fulfil their roles as Non-Executives.

- With members of the Corporate Management Team; senior managers; senior clinical staff and senior staff side representatives within NHS Lanarkshire to support the development and delivery of Corporate and Service Strategies.
- With Associate Nurse\AHP Directors and senior professional leaders to ensure delivery of objectives and the development of professions and staff.
- With Further and Higher Education Institutes and NHS Education Scotland in relation to the pre and post registration and continuing professional development of Nurses Midwives, AHPs and their support staff.
- With statutory regulators such as the Nursing and Midwifery Council (NMC) on issues of registration and fitness to practice of Nurses and Midwives, either individual or collectively and whether or not employed by NHS Lanarkshire.
- With Executive Directors of neighbouring NHS systems to promote NHS Lanarkshire's integration and involvement in relevant initiatives.
- With Scottish Health Council to develop NHS Lanarkshire's approach to assessment and further development of PFPI.
- With Officers of the Scottish Government Health Department to influence and contribute to national nursing and clinical strategy, to participate in national working or planning groups and to respond to parliamentary questions.
- With MPs/MSPs/Public pressure groups/patient representatives and others on issues and concerns about Nursing/AHP/PFPI within NHS Lanarkshire.
- With the media to respond to media questions about matters within NHS Lanarkshire relating to the postholder's sphere of responsibility.
- With national and local representatives of staff side organisations and Partnership Fora.

9. Most Challenging Part of the Job

In a rapidly changing environment, deliver the ongoing development and implementation of effective Nursing, Midwifery, AHP and PFPI strategies that improve the health of the population of Lanarkshire and the quality of the health services experienced, within allocated resources.

10. Qualifications and/or Experience Specified for the Post by the Employing Authority

Qualifications

- Educated to Degree level with evidence of relevant postgraduate study.
- Current registered nurse qualification with the NMC.

Experience, Competencies and Personal Skills

- Significant senior management experience in the NHS or other complex Healthcare organisation.
- A significant and demonstrable track record of success in the management of service improvement, in the delivery and monitoring of high quality standards of care, in the planning and delivery of successful organisational change and in proactive partnership working internal and external to the NHS.
- Experience working at NHS Board or Director Level.
- A high level of performance in the leadership behaviours identified as crucial within NHS Scotland such as working in partnership, learning and development, caring for staff, improving performance through team working, communicating effectively, improving quality and achieving results.
- Detailed understanding of clinical best practice and policy.
- Recognised in NHS Scotland as a positive contributor to NMAHP leadership.
- Experience of working and successfully contributing within a senior corporate team.
- Demonstrable experience of managing in a large, complex health organisation during a period of major change.
- Experienced in staff management/development and multi-disciplinary working at peer level.
- Proven people and financial management capabilities.
- Emotional intelligence.

Person specification

Executive Director of Nursing, Midwifery & Allied Health Professions

Criteria	Essential	Desirable
Personal Quality	<ul style="list-style-type: none"> ◆ Drive, determination and commitment to transformational change. ◆ Open, supportive and visible leadership style. ◆ Positive, professional approach, leading by example. ◆ Commitment to and history of collaborative working. ◆ Resilience, stamina in pace of work required to deliver in a demanding and high profile role. ◆ Personal integrity and credibility delivering a culture of openness and accountability. 	
Qualifications & Personal Development	<ul style="list-style-type: none"> ◆ Degree/equivalent qualification or demonstrable level of experience. ◆ Robust evidence of continuous professional development. ◆ Current registered nurse qualification with the NMC. 	Relevant post-graduate professional or management qualification
Experience & knowledge	<ul style="list-style-type: none"> ◆ Significant senior management experience in the NHS or another complex Healthcare organisation. ◆ A significant and demonstrable track record of success in the management of service improvement, in the delivery and monitoring of high quality standards of care, in the planning and delivery of successful organisational change and in proactive partnership working internal and external to the NHS. ◆ Experience working at NHS Board or Director Level as a Senior Nurse leader. ◆ A high level of performance in the leadership behaviours identified as crucial within NHS Scotland such as: 	

1. working in partnership
 2. learning and development
 3. caring for staff
 4. improving performance through team working
 5. communicating effectively
 6. improving quality and achieving results.
- ◆ A detailed understanding of clinical best practice and policy.
 - ◆ Recognised in NHS Scotland as a positive contributor to NMAHP leadership.
 - ◆ Experience of working and successfully contributing within a senior corporate team.
 - ◆ Demonstrable experience of managing in a large, complex NHS or Healthcare organisation during a period of major change.
 - ◆ Experienced in staff management/development and multi-disciplinary working at peer level.
 - ◆ Proven people and financial management capabilities.
 - ◆ Emotional intelligence.

Skills & attributes

- ◆ Ability to integrate thinking across an organisation.
- ◆ Excellent ambassadorial, leadership and motivational skills.
- ◆ Builds and sustains effective teams, values partnership working and is committed to staff development.
- ◆ Highly skilled communicator with ability to engage with politicians, the media, diverse groups and people at local and national level.
- ◆ Well-honed persuasion, influencing mediation, facilitation and negotiating skills.
- ◆ Highly effective analytical skills and informed decision making.
- ◆ Strong business management skills, and intellectual reasoning.

Summary of NHS Scotland Core Leadership Competencies

Core competency	Examples performance criteria/related behaviours
1. Strategic Focus	<ul style="list-style-type: none"> ◆ Understands the vision of the organisation and their role in achieving this. ◆ Sets longer terms plans and develops contingencies. ◆ Understands external environment and its potential impact. ◆ Is aware of relevant National and Local initiatives, imperatives and factors influencing local health service provision. ◆ Translates broad strategies into specific objectives and action plans. ◆ Aligns resources, processes and systems to support strategic priorities.
2. Collaborative/ Partnership Approach	<ul style="list-style-type: none"> ◆ Promotes collaboration and teamwork across organisational boundaries. ◆ Creates an open, team environment where differences can be discussed constructively. ◆ A balanced view of conflicting perspectives is established. ◆ Cultivates an active network of relationships inside and outside the organisation. ◆ Understands current power and political relationships. ◆ Recognises and responds to the concerns of others and takes a systematic approach to the development and maintenance of effective partnership working. ◆ Has a sound understanding of multi-agency influencing and decision making protocols.

3. Achieving results and making decisions

- ◆ Key accountabilities, judgement and decisions are accepted and acted upon.
- ◆ Sets and pursues appropriate goals for self and service.
- ◆ Is committed to achieving results and demonstrates a strong commitment to organisation success.
- ◆ Manages stakeholder expectations to achieve results.
- ◆ Reviews key indicators and uses management systems to monitor progress.
- ◆ Demonstrates a creative approach to problem solving.
- ◆ Able to work effectively under pressure.
- ◆ Important issues in a complex situation and their implications are identified.

4. Managing resources

- ◆ Recognises and capitalises on staff strengths and abilities.
- ◆ Engages staff in understanding all decisions affecting them.
- ◆ Establishes clear objectives and results for all staff.
- ◆ Develops staff to achieve.
- ◆ Assigns clear authority and accountability.
- ◆ Aware of employee issues and responds appropriately.
- ◆ Aligns available resources to agreed service priorities.
- ◆ Delivers financial responsibilities and develops contingencies.

5. Interpersonal approach

- ◆ Promotes ideas and proposals persuasively; provides compelling rationales.
- ◆ Shapes stakeholder opinions and negotiates win/win solutions.
- ◆ Builds a broad base of support among key decision makers and influencers.
- ◆ A balanced approach which demonstrates both empathy and a focus on facts, problems and solutions is maintained when handling emotional situations.

6. Change and improvement

- ◆ Champions new initiatives and service redesign.
- ◆ Stimulates and develops innovative ideas and improvements based on accurate data.
- ◆ Challenges status quo and resistance.
- ◆ Prepares others to understand and accept change.
- ◆ Is proactive, utilising intelligence to support proposals.
- ◆ Is recognised as an enabler of change.
- ◆ Demonstrates resilience to continuous/concurrent change.
- ◆ Able to make hard decisions when implementing change.
- ◆ Works well with ambiguity or impartial data.
- ◆ Is flexible and adaptable.

7. Professional development

- ◆ Areas for development are identified through reflection and appropriate strategies pursued to improve performance.
- ◆ Area of strength are recognised and consistently applied.
- ◆ Constructive feedback is sought and acted upon to improve professional performance.

8. Respects diversity

- ◆ Supports and enables fair treatment and equal opportunity for all.
- ◆ Establishes an environment where staff are comfortable raising issues or concerns.
- ◆ Challenges inappropriate behaviour and prejudice effectively.
- ◆ Managing people on an individual basis.
- ◆ Fostering relationships with people who have different views.
- ◆ Actively mentors and coach's staff and colleagues.
- ◆ Recruits and develops talent from all backgrounds.
- ◆ Actively seeks and applies diverse views and perspectives
- ◆ Applies employee's policies in a constructive way for all staff.
- ◆ Uses inclusive language.
- ◆ Applies inequalities sensitive approach to service delivery.

9. Governance

- ◆ Maintains focus on strategic issues and priorities to ensure required organisational performance is achieved.
- ◆ Monitors organisational performance and exercises accountability for results.
- ◆ Makes and supports decisions that support effective financial, clinical and employee results.
- ◆ Ensures organisation fulfils its financial, clinical and staff responsibilities.
- ◆ Examines and defines factors that could adversely affect performance or delivery of committed activities.
- ◆ Ensures compliance with statutory or policy obligations.
- ◆ Quantified and assigns probabilities to risks and opportunities (level and likelihood).

Section 5

Conditions of Service

Post

Executive Director of Nursing, Midwifery and Allied Health Professionals

Base

Board Headquarters, Kirklands Hospital, Fallside Road, Bothwell, G71 8BB

Further information about this post

Job description

A Job Description and Person Specification are included in the pack.

Grade and remuneration

Executive Level Grade F

Ranging from £89440 to £121318 per annum. Entry point of the salary scale will take account of previous experience.

Your salary will be paid into your bank account on the last Wednesday of each month.

Hours of work

The post is full-time. For pay purposes the working week will be deemed to be 37.5 hours. You will be expected to work the hours required to do the job including evening and weekend work. The post holder will also be expected to participate in the Executive Director on-call rota (for which additional remuneration is made).

Annual leave/Statutory & Public Holidays

The annual leave entitlement including Public Holidays on appointment will be 35 days; upon completion of 5 years NHS service 37 days; and after 10 years NHS service 41 days. The leave year is from 1st April to 31st March.

Motor Vehicle Provision

There may be provision for a leased car.

Sick pay

Entitlement to Statutory Sick Pay and Occupational Sick Pay will be in accordance with the UK Staff Council and as set down in the Agenda for Change NHS Terms and Conditions of Service.

No Smoking Policy

NHS Lanarkshire operates a strict No Smoking Policy and it is the case that staff are not permitted to smoke on the premises or during working hours. It is a condition of employment that you comply with these requirements.

General conditions

Superannuation

On 1st April 2015 a new NHS Pension scheme (NHS 2015) was introduced. If you are joining the NHS Pension Scheme for the first time you will be in the 2015 scheme and your normal pension age (NPA) will be equal to your state pension age (SPA). If you have re-joined the scheme after a break of five years or more, you will be a member of the NHS 2015 scheme. All new employees commencing employment will automatically become a member of the pension scheme. Further information on the scheme, protection and/or members guides are available at www.sppa.gov.uk Alternatively contact an advisor of The Scottish Public Pensions Agency (SPPA) Tel: 01896 893000.

Disabled applicants

Disabled Applicants - A disability or health problem does not preclude full consideration for the job and applications from people with disabilities are welcome. All information will be treated as confidential. NHS Lanarkshire has been approved by the Employment Services Department as an Equal Opportunities Employer with a positive policy towards employment of disabled people. NHS Lanarkshire guarantees to interview all applicants with disabilities who meet the minimum criteria for the post.

Asylum and Immigration Act 1996 and 2004 (Section 8)

The Asylum and Immigration Act 1996 and 2004 requires employment checks to ensure that all employees are legally employed in the United Kingdom. Candidates will be asked to provide relevant original documents prior to an offer of employment being made. Any offer of employment will only be made when the organisation is satisfied that the candidate is the rightful holder of the documents and is legally eligible for employment within the United Kingdom.

Travel Expenses Incurred when attending for Interview

Reasonable travel expenses incurred when attending for interview will be reimbursed. The travel expenses for the successful candidate will be paid when they take up post and will be included in their first monthly salary. Please note, however, reimbursement of expenses shall not be made to individual who refuse an offer of employment on grounds which, in the opinion of NHS Lanarkshire, are inadequate.

Relocation Expenses

Relocation expenses will be payable to the successful candidate in accordance with the Board's Policy. This is available on request from the Human Resources Directorate. Candidates who require to relocate to take up post should discuss this with the Director of Human Resources.

Medical Examination

Any offer of employment is subject to satisfactory Occupational Health clearance. Should you be invited to interview you will be asked to complete a Pre-Employment Health Questionnaire which you should bring to interview. The Occupational Health Service will make an assessment on your fitness to carry out the post based on the information contained within the questionnaire. In certain circumstances, further information may be required before clearance can be given and Occupational Health may contact you by telephone to request that you attend for an appointment. Clearance must be obtained before any new employee commences employment with NHS Lanarkshire. Clearance may be subject to you attending for a Post-Employment appointment and it is vital that you attend this appointment if required to do so.

Disclosure Scotland Criminal Record Check (Police Act 1997 Part V) and Protection of Vulnerable Groups Scotland Act 2001

All employees who apply for posts which are exempt from the Rehabilitation of Offenders Act 1974 and who have access to patients in the course of their employment will be required to consent to a Disclosure Scotland Criminal Records Check or join the Protection of Vulnerable Groups Scheme. Any offer of employment is conditional upon a satisfactory check or confirmation of scheme membership being received and a commencement date for employment will only be agreed following this confirmation.

References

Two written references will be obtained for the successful candidate as part of the conditional offer of employment. These should include current and previous employers as requested in the job application form. This is consistent with the Recruitment and Selection Policy.

Informal Enquiries

Informal telephone enquiries are welcomed by Mr Calum Campbell, Chief Executive or Irene Barkby. This should be arranged through contact with Jacqueline Murdoch, PA to the Chief Executive:

Telephone: 01698 855176

Email: jacqueline.murdoch@lanarkshire.scot.nhs.uk

Section 6

Living in Lanarkshire

Within the UK, Lanarkshire is situated in the heart of Scotland's central belt, the area offers an ideal combination of tranquil parks and market towns, with something for everyone.

Centrally located between Glasgow (c. 20 minutes) and Edinburgh (c. 40 minutes) you can easily commute or, should you wish to relocate, you can choose either a substantial Lanarkshire town or a more relaxed rural location and still have the attractions of two major cities on your doorstep. The county offers accessible links to major cities with easy access to major motorway/rail routes and international airports allowing you to travel across Scotland, the UK and beyond.

There are many attractions within Lanarkshire, including:

- ◆ New Lanark World Heritage Site,
- ◆ Antonine Wall World Heritage Site,
- ◆ The Falls of Clyde,
- ◆ Summerlee - The Museum of Scottish Industrial Life,
- ◆ The National Museum of Rural Life,
- ◆ Strathclyde Country Park - 2018 European Athletics (Triathlon & Rowing)
- ◆ Scottish Wildlife Reserves on the shores of the River Clyde,
- ◆ Various museums, galleries, castles, heritage centres,
- ◆ Numerous country parks.

Find out more at:

- ◆ www.visitlanarkshire.com
- ◆ www.visitscotland.com/destinations-maps/glasgow-clyde-valley/
- ◆ www.southlanarkshire.gov.uk
- ◆ www.northlanarkshire.gov.uk



