

**Working together to achieve the healthiest
life possible for everyone in Ayrshire and Arran**



General Manager – Medical Services Candidate Information pack



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Pack Contents

To assist you with your application for the post of HR Director for NHS Ayrshire and Arran, this pack will provide useful information about the post, about NHS Ayrshire and Arran and about Ayrshire more generally.

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Welcome from the Chief Executive

Thank you for the interest you have shown in this post. I hope that the information in this pack will help you to decide and encourage you to apply for this post.

In recent years through our culture development work we have re-defined the purpose, values and behaviours that are the foundation for our approach to health and social care delivery. You will find more information on our purpose and values in this pack.

As with other health and social care providers, we are delivering our services in challenging times. Demographic changes, increasing demand and wider socio-economic factors all impact on service delivery. We are committed to working together with the Integrated Joint Boards in Ayrshire on a whole system approach with our health and care teams and communities to reform services to meet these challenges and fulfil our purpose and deliver excellent, person centred care and services to the citizens of Ayrshire. We have set out our longer term strategic vision for health and care services under the banner of 'Caring for Ayrshire'.



Delivering high quality, safe, person-centred care to every person every time is our clear aim. This can only be achieved when our staff feel valued and fully engaged. NHS Ayrshire & Arran has a clear commitment to retaining, developing, supporting and attracting, staff with a key focus on improving staff's health, safety and wellbeing.

I am sure that you will have many questions and we would be delighted to hear from you in order to further your knowledge of this post and of NHS Ayrshire & Arran.

Kind regards,

John G Burns
Chief Executive

Advert

An exciting opportunity is now available in NHS Ayrshire and Arran, for an appropriate individual with substantial and effective leadership skills to support and influence the development of health services to the population of Ayrshire and Arran.

As the General Manager for Medical Services you will play an active role in developing, implementing and leading the delivery on Acute Service strategies as well as fully contributing to wider decision making and strategy development for the organisation. Reporting to and working closely with the Site Director for Acute Services on site, you will be accountable for the effective delivery of all on site Medical Specialities, Acute Receiving and Accident and Emergency services.

You require to be educated to Masters or equivalent, with extensive management experience, at a senior level, within a large complex organisation and have the personal credibility and interpersonal skills to lead and deliver in a politically sensitive and demanding role. You will also have in-depth knowledge and experience of clinical, financial and HR management, and a proven track record of delivery against challenging operational targets and working with senior executives and clinicians from a variety of fields.

Informal enquiries are welcomed by Roseann Neill, Interim Assistant Director of Acute Services, University Hospital Ayr on 01292 614284 or at Roseann.Neill@aapct.scot.nhs.uk

Closing date for applications: Thursday 20th February 2020

Interviews will be held on Wednesday 18th March 2020

Section Two

About NHS Ayrshire and Arran

NHS Ayrshire & Arran is one of 14 territorial NHS Boards within NHSScotland. Ayrshire & Arran NHS Board is responsible for the protection and improvement of the local population's health and for the delivery of frontline healthcare services. Our operational frontline services are provided through four distinct operational units – Acute Services and the Health and Social Care Partnerships in East, North and South Ayrshire.

NHS Ayrshire & Arran serves a mixed rural and urban population of 376,000. We have a full range of primary and secondary clinical services, covering the mainland of Ayrshire and the islands of Arran and Cumbrae. NHS Ayrshire & Arran covers three local authority areas: East, North and South Ayrshire. There are major areas of widespread deprivation and social exclusion in both rural and urban areas.



The healthcare challenge within the area is considerable: our population suffers higher than average rates of coronary heart disease, lung cancer, respiratory illnesses and premature death among males. Ongoing lifestyle issues such as the prevalence of smoking, poor diet and lack of exercise are key factors, as is the steadily ageing profile of the population.

Here in NHS Ayrshire & Arran, we want the best for our staff and the best for local people. We pride ourselves on improving health and providing a comprehensive range of high quality, safe, effective and person-centred health services. Our strategic direction is based on continuous improvement and services that are centred on patients and service underpinned by our organisational commitments.

NHS Ayrshire & Arran's Quality Strategy 2019-22: Excellence for Ayrshire

NHS Ayrshire & Arran has a long history of commitment, passion and achievement in quality improvement; undertaken by staff with skill and belief. NHS Ayrshire & Arran's Quality Strategy 2019-22 Excellence for Ayrshire describes our commitment to deliver quality improvement and high quality care that will enable and support delivery of our strategic objectives, and our ambition for health and care service transformation.

Our strategic change principles include a clear commitment for delivery of safe, effective and person centred care as defined in the Healthcare Quality Strategy (2010) across NHS Ayrshire & Arran including our Health and Social Care Partnerships.

We have an ambitious vision that is supported at every level of the organisation where ***we will enable everyone in Ayrshire and Arran to improve the quality and experience of care for our communities.*** This vision will be realised through a

coordinated and prioritised programme of interventions aimed at improving the experience of care, the health of the population, reducing the per capita cost of health care and improving staff experience.

Our Common Purpose



Delivering our services

2020 vision

In September 2011, the Scottish Government set out the strategic vision for the delivery of healthcare services in Scotland.

Our vision is that by 2020 everyone is able to live longer, healthier lives at home or in a homely setting. We will have a healthcare system where:

- we have integrated health and social care;
- there is a focus upon prevention, anticipation and supported self management;
- if hospital treatment is required, and cannot be provided in a community setting, day case treatment will be the norm;
- whatever the setting, care will be provided to the highest standards of safety and quality with the person at the centre of all decisions; and
- there will be a focus on ensuring that people get back into their home or community environment as soon as possible with minimal risk of readmission.

In February 2014, Ayrshire and Arran NHS Board approved 'Our Health 2020' as NHS Ayrshire & Arran's health and wellbeing framework. The framework described how we would fulfil the national 2020 vision for health services locally and a number of key statements of intent were defined:

Strategic Change - Our Health 2020



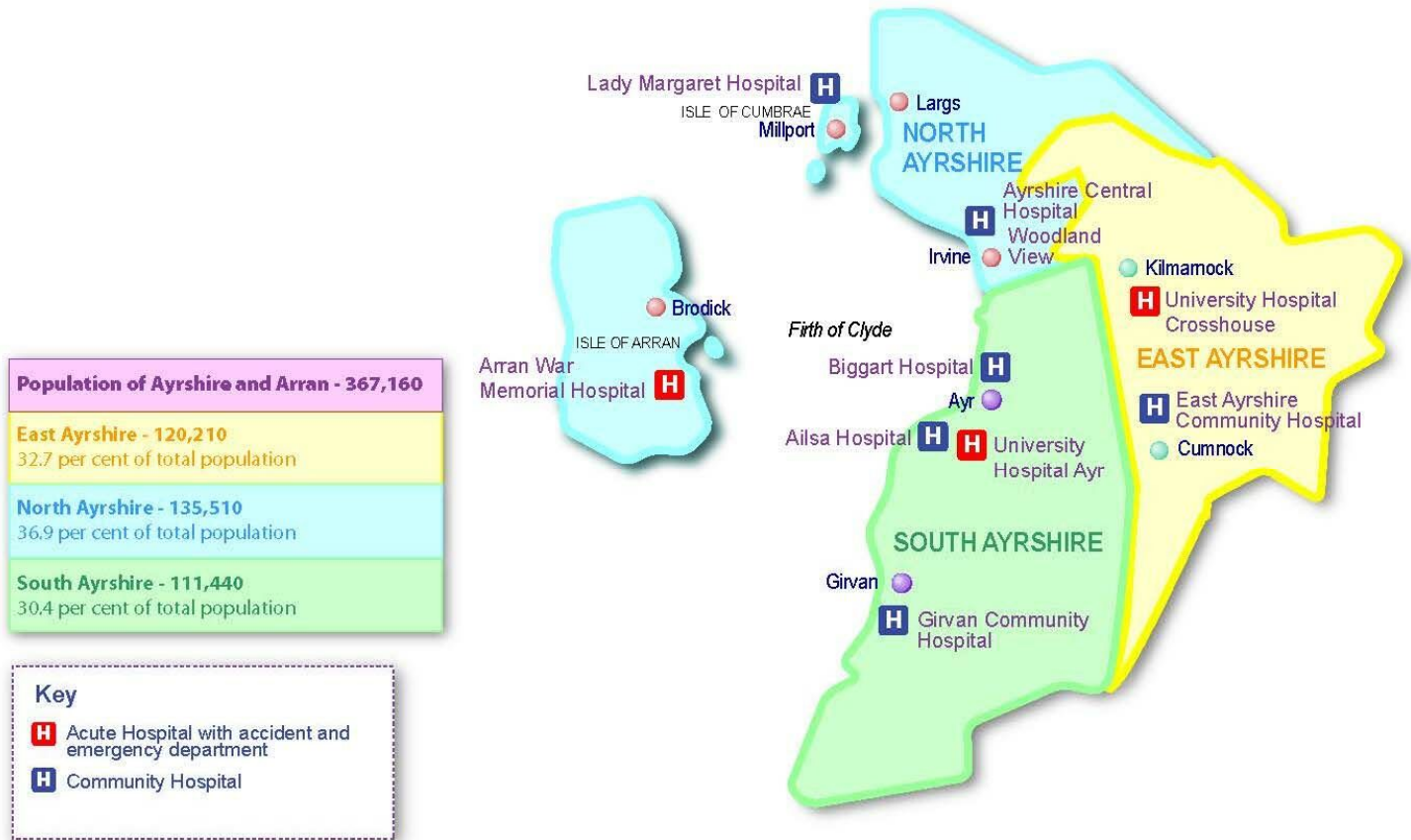
Our Health 2020:
A health and wellbeing framework for Ayrshire and Arran

- An overall theme of partnership and co-production between the individual and the community with the NHS and its partners in the public, third and independent sectors.
- A strong local health service supporting people in their day to day lives to get the best from their health.
- Within this, a focus on making home and communities, rather than hospital, the hub for care.
- Maximising the potential use of technology to improve health and healthcare.
- A focus on reducing health inequalities, on prevention, anticipation and supported self management.
- Where hospital care is needed, it will be person centred, safe and effective.
- Where a pathway involving health and social care is required, it will be integrated and seamless.

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Visit our website www.nhsaa.nhs.uk

The map below illustrates the key hospital sites throughout Ayrshire and Arran:



Acute services

Emergency and elective hospital services are provided by our acute services, which includes inpatient, outpatient and day case care. There are two district general hospitals within Ayrshire: University Hospital Ayr and University Hospital Crosshouse. These hospitals provide a wide range of acute services:

- ### University Hospital Ayr

University Hospital Ayr provides medical and surgical services on an inpatient, day case and outpatient basis. It is the main Accident and Emergency service for South Ayrshire. It provides a number of Ayrshire-wide services including Vascular Surgery, Ophthalmology and Urology. There are approximately 330 inpatient beds at Ayr.



- **University Hospital Crosshouse**

University Hospital Crosshouse provides medical and surgical services on an inpatient, day case and outpatient basis. It is the main Accident and Emergency service for East and North Ayrshire. Inpatient paediatrics, the Ayrshire Maternity Unit and the main Laboratories for Ayrshire are on the Crosshouse site. There are approximately 600 inpatient beds at Crosshouse



Community, mental health and learning disabilities services

Following the introduction of Health and Social Integration, the operational delivery for the range of community healthcare services and mental health and learning disabilities services is through the three Partnerships in Ayrshire:



Ayrshire has well-established strong and effective integrated working across the health and care system. NHS Ayrshire & Arran works collaboratively with the three Integration Joint Boards, and three Ayrshire Councils to plan and deliver services that promote wellbeing in our local communities and provide easy access to high quality services for people who require them. Our joint working arrangements are comprehensive with Children’s services, Adults, Older people and Justice services all encompassed within our model of integration. At a governance level our Board Non Executive members fully participate in Integration Joint Boards (IJBs) alongside local Councillors at a Leadership level and the Chief Officers of the IJBs participate fully as operational directors on NHS Ayrshire & Arran’s Corporate Management Team.

Community services

General medical and dental services are provided throughout Ayrshire and Arran by general practitioners, dentists, community pharmacies and optometry practices. Community nurses, health visitors and Allied Health Professionals are all involved in providing care within our local communities.

Out-of-hours general medical services are provided by Ayrshire Doctors on Call (ADOC) within the community.



Mental health and learning disability services

The majority of our inpatient mental health services, including the Intensive Psychiatric Care Unit, are provided at the newly built Woodland View facility in Irvine.

Learning disability assessment and treatment services are provided from Arrol Park in Ayr. Elderly mental health inpatient services are provided from Ailsa Hospital in Ayr, Ayrshire Central Hospital in Irvine and East Ayrshire Community Hospital in Cumnock. Community based services are provided throughout Ayrshire for a range of clinical groups: adults, child and adolescent, elderly and addiction services.



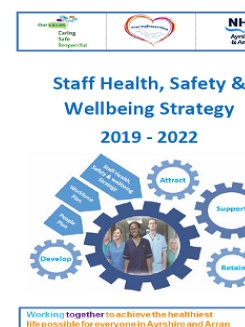
For more information on the full range of clinical services provided by NHS Ayrshire & Arran, visit our website: www.nhsaaa.net.

NHS Ayrshire & Arran as an employer

NHS Ayrshire & Arran recognises that our staff are vital to delivering our purpose, values and commitments and to achieving our strategic objectives.

Our aim is to create an organisation where people want to work and strive to deliver excellence each day; where staff wellbeing and personal resilience are supported; where careers are interesting and developed; where staff are encouraged to reach their full potential; and where staff feel their contribution is recognised and valued.

To do this, we are implementing our People Strategy – People Matter and our Health Safety and Wellbeing Strategy to help us retain, develop, and support our current staff and attract the right staff with the right skills and values going forward and enhance their work experience. This will directly contribute to our aspiration to deliver excellent high quality services to every person, every time.



NHS Ayrshire and Arran has a suite of excellent Workforce Policies, including a number of policies for supporting life work balance, that demonstrate its commitment to being a modern, exemplar employer; showcasing our core values, and promoting consistent employment policy and practice that supports the implementation of the Staff Governance Standard and effective recruitment and retention.

Our staff have told us the unique factors that help to define us as an employer of choice:

- our friendly and supportive environment;
- our commitment to staff engagement and effective team working;
- our track record in creativity and innovation and our ability to successfully implement change and redesign;
- our track record in supporting our staff's learning, development and career aspirations, from our initial comprehensive corporate induction programme to the availability of a wide range of internal training, development and leadership programmes;
- our commitment to supporting flexible working through a wide range of family friendly policies; and
- our commitment to support and improve our staff's health, safety, wellbeing and resilience.



“I work in a good size hospital, that is not too big and I have really welcomed the opportunity to be involved in service developments.”

“The people working here are fantastic, and the organisation is so supportive of staff’s development. Working here fulfils you professionally and gives great life work balance.”

“Living in Ayrshire provides a nice lifestyle. I drive to work through lovely countryside and I live close to the sea. There are great schools to choose from and if you want a big city fix, then you can get there in 30 mins. I wouldn’t want to live and work anywhere else. ”

Staff Health and Wellbeing

NHS Ayrshire and Arran is fully committed to supporting and improving the health, safety and wellbeing of its staff. The Board’s Staff Health, Safety and Wellbeing Strategy outlines the approach being taken to this and the range of activities and improvements. Key to this is our Occupational Health Service and Staff Care Service who provide a range of support and interventions to our staff.

Given the importance that being active has to improving health and wellbeing, the Board has a very intentional, focussed and well publicised physical activity approach – Work on Wellness WOW, which has both general and season specific branding, and provides a visible framework for communicating and promoting staff wellbeing activities, including Step count Challenges, Forest Fit Runs, Dog Walks, Cycling Challenges.



The Board has achieved and maintained the Healthy Working Lives Gold Award.



Our three main hospital sites – University Hospital Crosshouse, University Hospital Ayr and Ayrshire Central Hospital have Cycle Friendly Employer Status awarded by Cycling Scotland; which is a national recognition programme that provides an award scheme and funding to help employers make it easier for staff to cycle. The Board supports the Cycle to Work Employment Benefit Scheme, which provides support to staff to purchase a bicycle to allow them to cycle to work.



Recognising Achievement and Celebrating Success

Recognising staff achievement and celebrating success is very important to NHS Ayrshire and Arran and Ayrshire Achieves provides a route throughout the year to recognise staff contributions and achievements and say thank you. Our annual Ayrshire Achieves Award Ceremony, funded by the Charity Fund, is a wonderful opportunity to applaud excellence, innovation and continuous improvement in the quality of care and services we provide and celebrate and thank those staff who demonstrate exceptional achievements during the year.

Board Accreditation and Awards

The range of Board accreditation/recognition awards help to describe what is important to NHS Ayrshire and Arran and reinforce what staff can expect from their employer when they join NHS Ayrshire and Arran:

Sustainability

NHS Ayrshire and Arran has been awarded a Silver Accreditation for our sustainability work – environmental, economic and social, and are the only Health Board in Scotland to have reached this standard. We want our staff to be active participants in this work to enable further improvements and work with us in making little changes that can make a big difference.

Some of our key successes have been:

- Energy – installing a combined heating and power plant to reduce utility costs and cutting CO2 emissions by 245 tonnes each year; installing a new renewable biomass plant, to reduce fossil fuel consumption and CO2 emissions by around 1,400 tonnes each year.
- Single Use Plastics – reducing single use plastic in a number of setting, e.g. stopping use of plastic cutlery in our staff dining rooms.
- Transport – procuring four new electric vehicles with Energy Saving Trust funding, and are working toward installing electric vehicle charging points, using Scottish Government funding; upgrading cycle paths at our sites to help those choosing to cycle to and from work.
- Greening Our Estate – developing a number of woodland walks and green spaces for staff, patients and visitors to use; developing a green gym and have an outdoor teaching & meeting centre. 30 hectares of underutilised woodland and meadowland have been used to create new pathways and green spaces; we have planted new trees and installed bat and bird boxes and bug hotels across our sites; and we have upgraded our cycle paths.



Equality for All

NHS Ayrshire and Arran is committed to creating an open, inclusive working culture where all staff are at ease being themselves at work. We work to improve and embed this by raising awareness of the protected characteristics covered by the Equality Act; sharing the steps being taken by NHS Ayrshire and Arran to support staff; promoting equality in the workplace and making sure that everyone has access to the same opportunities and the same fair treatment.

Disability Confident

NHS Ayrshire and Arran has achieved recognition as a Disability Confident Employer which confirms our employer commitment to be part of a movement of change, thinking differently about disability and taking action to improve how we recruit, retain and



develop disabled employees.

LGBT

We are proud to have achieved the LGBT Charter Award and remain committed to the Stonewall Diversity Champions Programme. LGBT employees and service users will feel safe, supported and included.

In 2018, NHS Ayrshire and Arran received a Special Recognition Stonewall Diversity Champions Award



Carer Positive

NHS Ayrshire and Arran has been recognised as a Carer Positive Engaged employer by Carers Scotland, in recognition of its commitment to supporting its working carers through workplace policies, working practices and the provision of access to support and information, Work is underway to progress to acquiring the next level of recognition with a long term goal of achieving Exemplary status.



Investing In Volunteers

In achieving this standard NHS Ayrshire and Arran demonstrates to our volunteers – and potential volunteers – how much they are valued and gives them confidence in our ability to provide an outstanding volunteer experience.



Global Citizenship

NHS Ayrshire and Arran is fully supportive of the NHSScotland Global Citizenship Programme and supports staff who want to make a personal and professional contribution to global health work in low and middle income countries. This valuable work not only helps to reduce common challenges such as disease epidemics, but provides mutual learning opportunities and brings proven benefits for our NHS staff and healthcare system.



Reservists

NHS Ayrshire and Arran recognises the value that serving personnel, reservists, veterans and military families bring to our organisation and the Board's commitment to support the armed forces community was recognised in 2016 when the organisation received the Defence Employer Recognising Scheme Silver award.



Scottish Living Wage (Real Living Wage)

NHS Ayrshire and Arran has initiated the process of becoming an accredited employer, with the minimum hourly rate requirement already being exceeded for directly employed staff and data from third party contractors being collated.

NHS Staff Benefits

NHS Ayrshire & Arran works in partnership with NHS Staff Benefits to give staff access to a wide range of exclusive discounts and benefits. As a member of NHS staff, you can use www.nhsstaffbenefits.co.uk to save on holidays, home improvements, leisure, days out, wellbeing, weddings, motoring and online shopping.



NHS Ayrshire & Arran Health Board

Ayrshire & Arran 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 improving health and care outcomes for the citizens of Ayrshire.

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

The NHS Board of Directors consists of the Chairman, Executive and Non-Executive Directors and is accountable to the Cabinet Secretary for Health and Wellbeing and the Scottish Government.

The Board governs the accountability and performance of NHS Ayrshire and Arran services. The Board Chair and each of the Non-Executive Directors are appointed by the Cabinet Secretary for Health and Wellbeing.

Non-executive Directors:

Dr Martin Cheyne, Board Chair (until December 2019)

Mrs Lesley Bowie, Vice Chair

Mrs Margaret Anderson, Non-Executive Board Member

Mr Michael Breen, Non-Executive Board Member

Cllr Laura Brennan-Whitefield, South Ayrshire Council

Mr Adrian Carragher, Chair, Area Clinical Forum

Cllr Joe Cullinane, North Ayrshire Council

Mrs Jean Ford, Non-Executive Board Member

Mr Ewing Hope, Employee Director

Mr Bob Martin, Non-Executive Board Member

Mr John Rainey, Non-Executive Board Member

Cllr Douglas Reid, East Ayrshire Council

Ms Linda Semple, Non-Executive Board Member

Miss Lisa Tennant, Non-Executive Board Member

Executive Directors - Board members:

Mr John Burns, Chief Executive

Professor Hazel Borland, Nurse Director

Dr Alison Graham, Joint Medical Director

Mr Derek Lindsay, Finance Director

Directors - Non-Board members:

Mr Stephen Brown, Director of Health & Social Care, North Ayrshire

Mrs Kirstin Dickson, Director of Transformation and Sustainability

Mr Tim Eltringham, Director of Health & Social Care, South Ayrshire

Mr Eddie Fraser, Director of Health & Social Care, East Ayrshire

Mrs Joanne Edwards, Director for Acute Services

Mrs Patricia Leiser, HR Director (until 30 April 2020)

Dr Crawford McGuffie, Joint Medical Director

Dr Joy Tomlinson/Mrs Lynne McNiven, Interim Joint Public Health Directors

Mr John Wright, Director of Corporate Support Services

You can find further detail on:

- the role of the NHS Board;
- our organisational structure;
- our strategic intent;
- how we make decisions;
- how we perform;
- our plans for delivery of healthcare services within Ayrshire;
- our key publications;

by visiting the NHS Ayrshire & Arran website: www.nhsaaa.net.

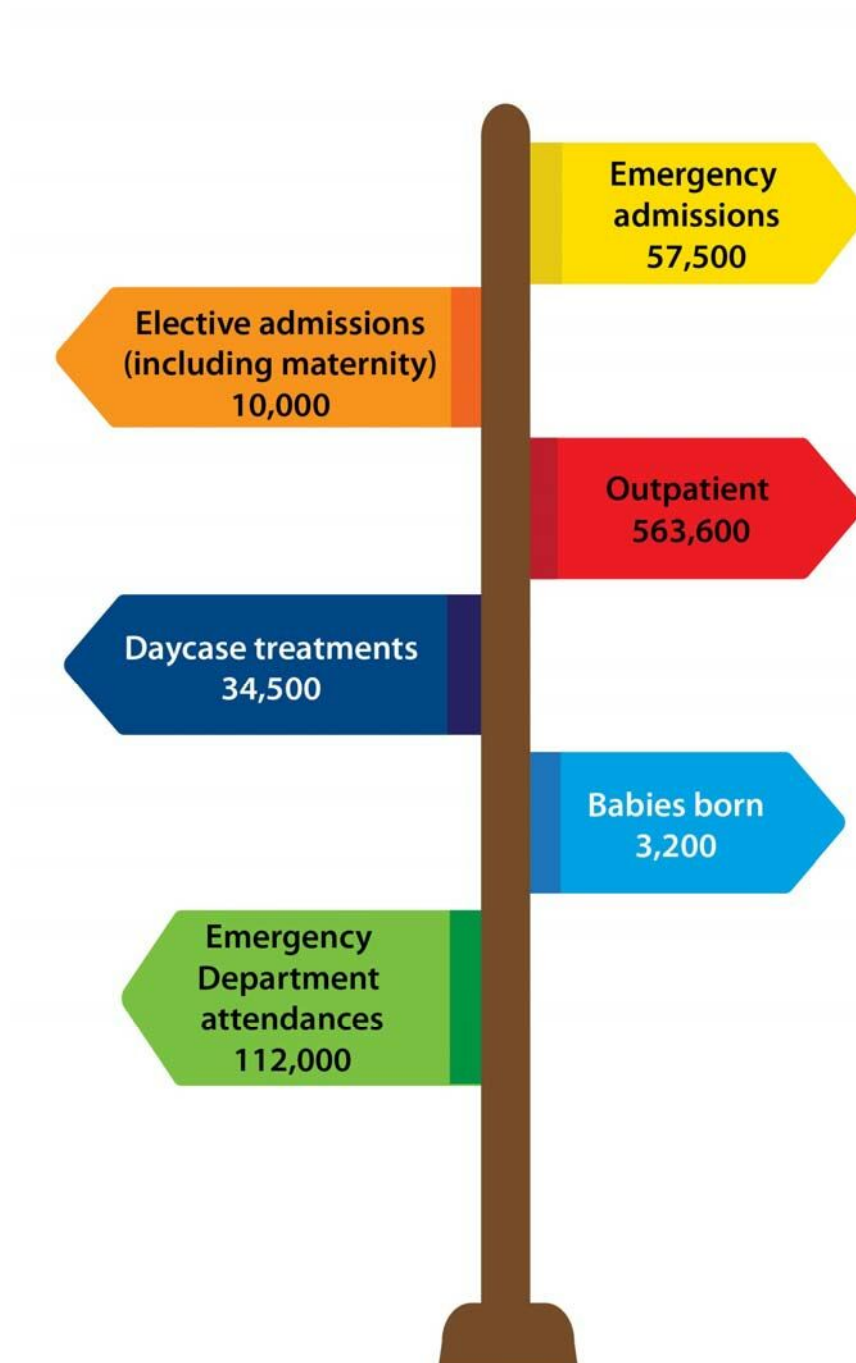
Key facts and figures

Our spending

Our typical annual revenue spend is approximately £850+million, of which over 50% is expenditure on staffing.

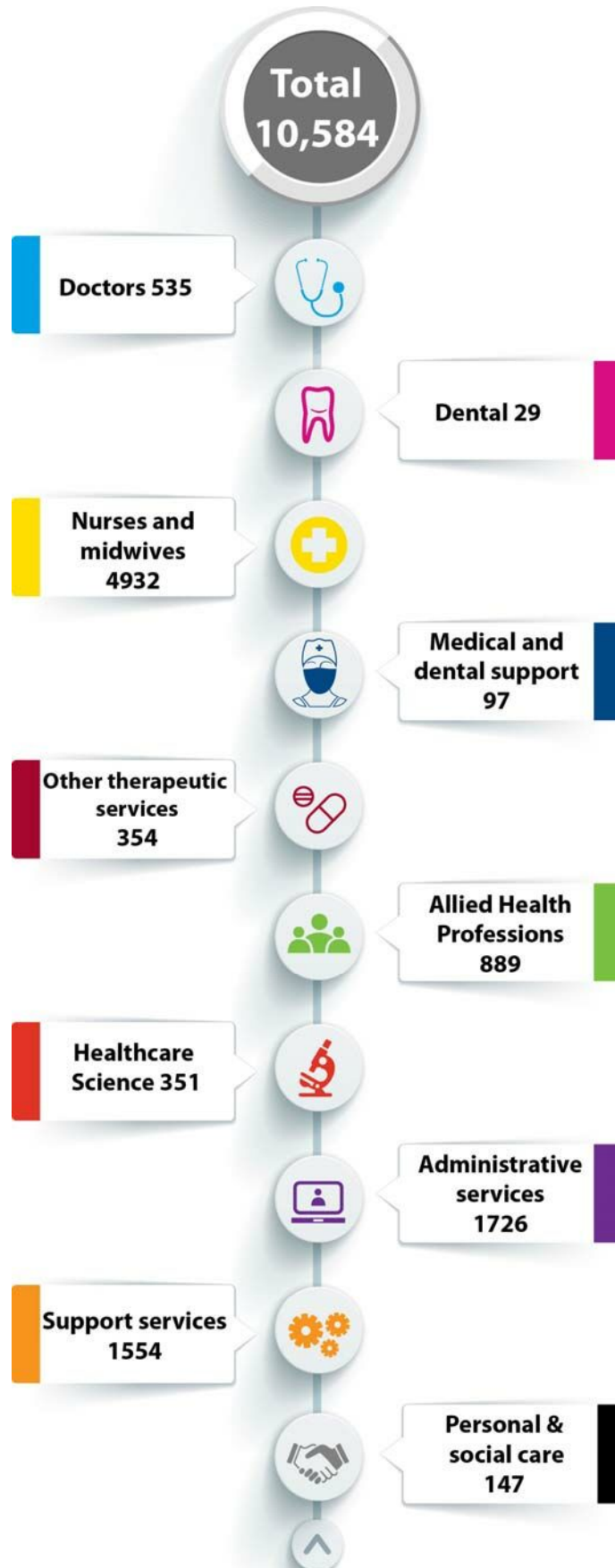
Our typical annual activity

(approximate, between April 2018 and March 2019)



Our staff

(approximate headcount as at 31 October 2019)



Section Three

Living and Working in Ayrshire

Situated in South-west of Scotland on the Firth of Clyde, Ayrshire is a unique and exceptional place to live providing a wonderful quality of life with the best of all options – picturesque and interesting large (Ayr, Irvine and Kilmarnock) and small towns, beautiful villages and hamlets, expansive countryside, island life, rolling green hills, 80 miles of varied coastline with stunning beaches and sandy shores, history, heritage with city life within a short and easy journey when you need it, using excellent network of road, rail and bus transport links throughout Scotland.

Ayrshire offers everything - all the benefits of living in a semi-rural area, with its own UK and International Airport, Glasgow Prestwick Airport and with Glasgow city centre life only a 30 minute drive away - so why would you want to live anywhere else?

The housing market has many and varied options to choose from – old castles to modern new builds at more affordable prices than in other parts of the UK.

There is always something happening in Ayrshire whether you are interested in music, history and heritage, outdoor pursuits, events and festivals, or simply food and drink, there is something for everyone. There is a wide range of excellent recreational activities, including hill climbing, horse riding, sailing and golf - Ayrshire boasts more than 40 quality golf courses, including two Open Championship courses at Turnberry and Royal Troon.

There are too many Ayrshire attractions to list but here are some:

Dumfries House **Robert Burns Birthplace Museum**

Scottish Dark Sky Observatory **GOAT FELL, ARRAN**

Brodick Castle Garden and Country Park

Heads of Ayr Farm Park West Kilbride Craft Town

Dean Castle & Country Park Arran Distillery

Vikingar Culzean Castle and Country Park

Millport's Cathedral of the Isle

Ayr Racecourse **Machrie Moor Stone Circles**

DUNDONALD CASTLE Rozelle Park

Royal Troon Golf Course **Ayr seafront & play park**

Scottish Maritime Museum **Troon Beach**

Local educational standards are very high at primary and secondary level. However, private education is also available in the area.

See the links below for more information on local authority services:

East Ayrshire Council

www.east-ayrshire.gov.uk



North Ayrshire Council

www.north-ayrshire.gov.uk



South Ayrshire Council

www.south-ayrshire.gov.uk



For further information on things to do and places to explore in Ayrshire, use the following link:

<https://www.visitscotland.com/destinations-maps/ayrshire-arran/>

Section Four

Job description

1. JOB IDENTIFICATION

Job Title:	General Manager
Responsible to (insert job title):	Assistant Director of Acute Services
Department(s):	Medical Services – University Hospital Ayr
Directorate:	Accident and Emergency Services, Medical Services, Care of the Elderly and Clinical Physiology
Operating Division:	Acute Services
Job Reference:	
No of Job Holders:	1
Last Update (insert date):	January 2020

2. JOB PURPOSE

The postholder is responsible for the overall management and strategic development of services within Medical Services across University Hospital Ayr but will also work in partnership with General Manager Medical at University Hospital Crosshouse to ensure services are provided on an equitable and consistent basis across NHS Ayrshire and Arran. This post forms part of the Operational Senior Management Team led by the Assistant Director of Acute Services. The postholder has responsibility and accountability to lead multi-specialty operational services for University Hospital Ayr and strategic development across Medical Services.

The General Manager for Medical Services requires to:

- Manage and co-ordinate the delivery of the following services: Accident and Emergency, CDU, Combined Assessment Unit, General Medicine, Acute Receiving, Rheumatology, Respiratory, Care of Elderly, Cardiology, Diabetology, Gastroenterology and Clinical Physiology.
- Manage all staff and services within the sphere of responsibility; this includes Nurses and Doctors to facilitate transformational change.
- Responsible for budgetary management across all services through close monitoring and the provision of direction, advice and guidance to individual Clinical/Departmental Managers.

- Manage the delivery of key corporate, clinical and staff performance targets within Medical Services.
- Work closely with all service staff to ensure the delivery of high quality, safe, effective, efficient and patient centred care.
- Participate in strategic and operational management and review of performance within University Hospital Ayr and across NHS Ayrshire and Arran and take the lead role for areas of responsibility in promoting partnership working to deliver seamless care across acute, primary care and partnership services.
- Lead service planning, promote and provide strategic vision which reflects clinical, local and national priorities.

3. DIMENSIONS

NHS Ayrshire and Arran serves a population of approximately 376,000 people with the Ayr site serving approximately 157,000.

2013 University Hospital Ayr – Medical Services
 Budgetary responsibility of Postholder = £20m
 Workforce – University Hospital Ayr = 424 WTE

The postholder manages the Medical wards and departments within University Hospital Ayr.

University Hospital Ayr – 336 beds, breakdown as follows:

Wards

Station 5 – Coronary Care (6 beds)

Station 6 – Cardiology (24 beds)

Station 7 – Medical Assessment (18 beds) + GP Unit (6 beds)

Station 8 – Respiratory (24 beds)

Station 9 – Gastroenterology (24 beds)

Station 12 – Stroke Rehabilitation (13 beds)

Station 14 Endocrinology (30 beds)

Station 16 – Medical/Older People/Stroke (24 beds)

Hyper Acute Stroke Unit (6 beds)

Medical High Care (6 beds)

A&E Observation 6 (beds)

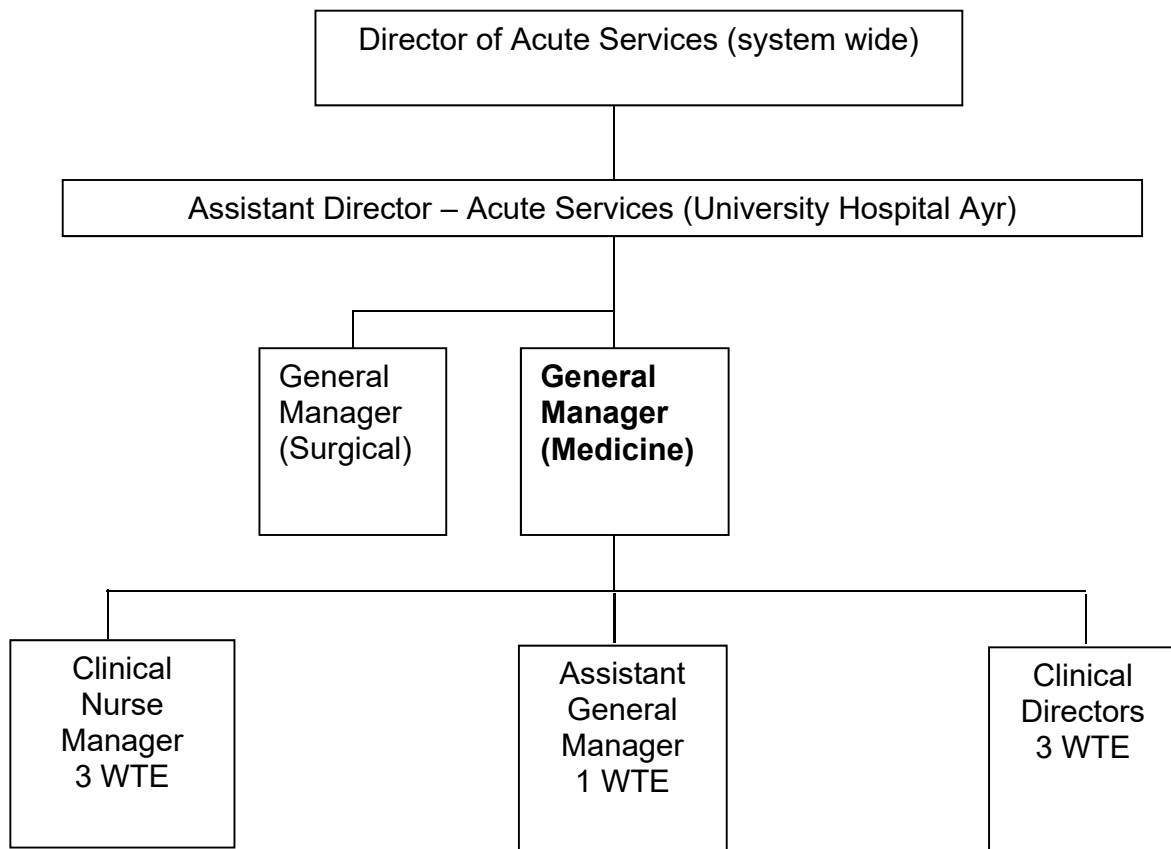
GP Unit (6 beds)

Departments (to include outpatient and inpatient services)

- A&E and Clinical Decision Unit
- Medical HDU
- Acute Medicine services and Combined Assessment Unit
- All Medical Specialties: General Medicine, Cardiology, Diabetology, Gastroenterology, Respiratory Medicine, Rheumatology
- Care of Elderly
- Clinical Physiology Service

The postholder is based at University Hospital Ayr but is required to travel between sites as well as to other NHS Boards and areas as well as occasionally to Scottish Government Health Departments. The majority of the work is undertaken Monday to Friday, however, out of hours and weekend working is occasionally required. The postholder also participates as a member of the On-Call and Duty Manager system which involves evening, night and weekend availability.

4. ORGANISATIONAL POSITION



5. ROLE OF SERVICE AREA

Medical Services within University Hospital Ayr has corporate responsibility for the delivery of all Medical Services, 24 hours a day, 7 days each week. The postholder has a lead role in the planning and performance management of waiting times. Medical Services are required to optimise workforce, premises, equipment and other resources to ensure the delivery of high quality, safe, effective and patient centred services in line with corporate and clinical governance objectives.

The postholder has a lead role in the delivery of partnership working with Health and Social Care Partnerships. To ensure the management and appropriate development of patient discharge. This also includes developing links with Primary Care Services through managed Clinical Networks and joint service planning.

NHS Ayrshire and Arran wide services managed by Medicine on behalf of Board:

- Bed management
- Discharge Co-ordination Service
- Hospital at Night
- Resuscitation Training

The General Manager for Medicine will be responsible for those services based on site and working closely with General Manager colleagues in Crosshouse.

6. KEY RESULT AREAS

Service

- As a member of the Operational Senior Management Team for the hospital, contribute to the implementation of NHS Ayrshire and Arran's strategic direction to ensure delivery of local and national objectives.
- Lead the operational management of all Medical Services and monitor, continuously review and redesign services to meet patient need. This requires the postholder to initiate and lead on planning, development and implementation of strategic aims and objectives to ensure delivery of the Local Delivery Plan and the development and delivery a Medical Services Development Plan in response to local/national requirements.
- Responsible for development of multi-specialty, multi agency team approach to achieve integrated healthcare delivery by influencing and promoting effective liaison with all key partners within and outwith the Hospital e.g. Local Authorities, GPs, NHS Ayrshire and Arran, Health and Social Care Partnerships, and National Bodies.
- Lead responsibility for delivery of access policy for medical services within the span of responsibility, including outpatient and inpatient targets and other access targets as determined by national and local strategies.
- Accountable for the delivery of performance targets, utilising analytical and problem solving skills to set direction, monitor and review performance, identifying variances from targets/standards and initiate corrective action.
- Lead and promote service redesign and change and innovation with the Medical Services in order to deliver national and local targets, including participation in national change and innovation initiatives.
- Develop close and effective line management working arrangements with Consultant staff across Medical specialties utilising individual experience to influence practice, which results in the implementation of clinically led strategies to deliver local and national

objectives. This will involve setting direction of medical services and job planning with Clinical Directors.

- Oversee effective patient flow, bed management and patient discharge services in order to deliver the daily emergency and elective workload across the Hospital and to be responsible for identifying and managing winter capacity/demand within Medical Services to help cope with peaks in admission, whilst supporting the maintenance of elective service provision. Contribute to system wide patient flow responsibilities.
- Provide efficient and effective outpatient services across the Hospital ensuring that appropriate systems are in place to maximise scheduling and booking opportunities for the users of the service.
- Participate in the Capital Management Fora; responsible for identification of capital priorities for Medicine and effective co-ordination of capital projects.
- Responsible for complaints handling and service improvement system for Medical Services including delivery of response targets and taking corrective action to minimise risk of recurrence which includes appropriate delegation of responsibility through senior clinical staff (CNMs and CDs).
- Delegated responsibility from Assistant Director of Acute Services for area wide projects to develop, lead and achieve project objectives as appropriate.
- Responsible and accountable for the management of Medical Services budget including delivery of required efficiency savings

Staff

- Responsibility for management, leadership and development of all staff including delivery and monitoring performance against staff governance standards through the development and delivery of a Staff Governance Improvement Plan.
- Ensure the organisational development agenda is at the core of development of staff and services within Medicine. Ensure staff are trained and competent to undertake their duties and contribute fully to corporate aims and objectives.
- Delegated responsibility within Medical Services to chair disciplinary hearings and grievances and to take action up to and including dismissal.
- Lead by example to shape the Hospital's culture by demonstrating and exemplifying positive behaviours and attitudes that represent the organisation's agreed values and behaviours.

Governance

- Responsible for delivery of high quality, patient centred, safe and effective care and ensuring arrangements are in place to meet all requirements of Clinical Governance. This includes providing direct support to senior clinical staff with adverse incidents/reviews, action planning and monitoring and recording of improvement.
- Responsible for delivery of health and safety objectives within Medical Services including identifying and resolving issues impacting on staff and services.
- Responsible for risk management within the Medical Services including maintaining the risk registers and taking action to minimise risks, to ensure a planned programme of prevention and accountability.
- Work closely with Clinical Directors and Clinical Nurse Managers to deliver clinical governance targets and standards in order to improve services and outcomes for patients;

to take lead responsibility for ensuring clinical governance systems are established with Medical areas through delegation of responsibility through CNMs and CDs.

- Responsible for promoting patient centred care through family and patient involvement within Medical Services through delivery of participation in planning and patient feedback.
- Support Director and Assistant Director to ensure that management and organisational arrangements are in place to take forward and implement all parts of Quality Strategy across acute care.
- Ensure effective standards of budget management and control are in place for all areas.

7a. EQUIPMENT AND MACHINERY

The following equipment is used on a frequent basis in the execution of duties:

- Personal Computer
- Laptop
- Printers, etc
- Audio Equipment
- Video Conferencing
- Car for transportation between sites

7b. SYSTEMS

- Standard Microsoft Office packages e.g. Word, Excel and Powerpoint to manipulate information and produce reports to aid decision making and insight into operational/strategic matters as well as to external parties.
- Demonstrate a broad understanding of the key determinants of health and healthcare including national policy frameworks
- E-mail for routine communication on a daily basis
- Understand and can apply the concepts of clinical governance, quality systems, benchmarking and best practice.
- Regular utilisation of patient and activity centred data at both national/local levels
- IT literate and competent in the use of IT in-house and related packages to analyse various activity, waiting list, risk and financial data and turn this into management information to aid decision making. An understanding of project, patient data and supplier operating systems is also required. Primary use will be to access and interpret data, but the re-forming or preparation of new data will also be undertaken.
- Has a broad working understanding of NHS Ayrshire and Arran HR policies and procedures and apply them consistently
- Intranet, Internet for sourcing information to support development and delivery of services.
- Working understanding of PMS.

8. ASSIGNMENT AND REVIEW OF WORK

The post operates with a high level of autonomy and has significant scope to determine how objectives should be met and to plan and prioritise work. Objectives are directly related to the delivery of NHS Ayrshire and Arran's aims, targets and performance standards.

Performance is largely assessed through service and project outcomes and the achievement on objectives and targets. The Assistant Director of Acute Services takes an ongoing overview of overall performance, undertaking a formal annual review against personal objectives. Progress is also measured against formal monthly performance management reports, e.g. budget, activity, quality indicators etc.

The post is directly accountable to the Assistant Director of Acute Services, University Hospital Ayr and works under broad direction within the parameters of the priorities and policies and direction for NHS Ayrshire and Arran.

9. DECISIONS AND JUDGEMENTS

The postholder is required to make decisions which will affect Medical Services ability to meet its objectives, particularly with regards to waiting list, budgets, delayed discharges, complaints and governance targets.

The postholder is an authorised signatory with authority to order goods and services within standing financial instructions up to £10k.

The postholder is expected to anticipate and resolve problems independently and to initiate action to resolve situations. Typical judgements include decisions around local priorities for service and capital developments, actions to ensure delivery of challenging targets and operational actions in response to service delivery/staffing/bed management issues. Developing local solutions in terms of staff payments or allowances to maintain patient services. Developing business cases for projects including project management. Implementing new clinical and other developments to augment or change service delivery.

10. MOST CHALLENGING/DIFFICULT PARTS OF THE JOB

Managing the significant workload, balancing the constant and varied demands. Meet key national targets in relation to patient waiting times and other areas as stipulated by the Scottish Government.

Managing a multi-disciplinary team of staff whilst facilitating a consistent and enthusiastic contribution of all to services to ensure continuous improvement in services.

Developing excellent line management working relationships with clinical staff and gaining their support and co-operation in taking forward difficult decisions and the implementation of the change agenda.

Providing effective management of ongoing clinical and non-clinical services whilst ensuring the achievement of challenging performance and financial targets within available resources.

Working effectively with partners within and outwith the NHS to deliver and develop services. Taking decisions which impact directly on the employment status of staff.

Balancing the long-term strategic issues alongside the day to day operational demands of the role.

Ensuring that staff working at all levels are involved in and contribute to Medical Services objectives to deliver the improvement in service to patients in line with local and national priorities.

11. COMMUNICATIONS AND RELATIONSHIPS

The effectiveness of the postholder's contribution relies entirely on sound knowledge and good relationships, the ability to communicate clearly and consistently and to negotiate and influence.

The postholder requires to have excellent skill in managing both internal and external relationships and effective communication skills to ensure development of services.

This is a complex organisation with many stakeholders. It is a political environment and diplomacy is required. All change requires the best possible communication processes, negotiation and influencing skills.

Internal

As a member of the Operational Senior Management Team, influence discussion across a spectrum of management issues which contribute to NHS Ayrshire and Arran's Corporate Strategy.

Maintain excellent working relationships with Department Heads and other colleagues in ensuring maximum co-operation and willingness to work together in improving services for patients/families and staff.

As a member of the Operational Senior Management Team, work collaboratively with staff representatives fostering a relationship of trust and mutual respect.

Implementing effective local communication arrangements for areas within sphere of responsibility to ensure all staff respond to the needs of the service and are well informed of relevant issues.

Communications will include:

- Directors
- Non Executive Board members
- Medical staff all grades
- Across site staff
- Team members – within University Hospital Ayr and University Hospital Crosshouse and community hospitals
- Finance, HR, IT, Clinical Governance, Communication
- Other General managers and their staff
- Head of clinical and non-clinical departments
- Bed Managers
- Staff Side Representatives

External

Communications will include:

- Service Users/Patients/Families
- Scottish Government
- Trade Unions
- Health and Social Care Partnerships
- Representatives from other NHS providers
- Local Authorities
- Local/National Politicians
- Voluntary Organisations
- National Bodies
- Professional Bodies

12. PHYSICAL, MENTAL, EMOTIONAL AND ENVIRONMENTAL DEMANDS OF THE JOB

Physical

- Able to use PC and associated IT packages and equipment
- Requirement to use car to travel between sites and external organisations
- Combination of sitting, standing and walking
-

Mental Effort

- Unpredictable interruptions competing demands for attention to deal with clinical staff or personal issues
- Strong analytical and numerical skills, and be able to quickly digest and take action on complex issues
- Effective time management skills with the ability to prioritise and meet tight deadlines
- Adaptable and able to respond to often unpredictable demands
- Period of intense concentration required associated with decision making
- Ability to think laterally to aid problem solving

Emotional Effort

- Frequent exposure to highly emotional and sensitive circumstances – dealing with upset and angry general public or families following poor experiences or following unexpected incidents associated with service provision.
- Dealing with sensitive issues on a personal level which can be contentious and difficult.
- Frequent exposure to distressed staff, e.g., dealing with those who have been involved in a clinical error/incident or complication regarding their practice.

Environmental

- Although frequently visiting patient care/service access exposure to hazardous or unpleasant working conditions are rare.

13. KNOWLEDGE, TRAINING AND EXPERIENCE REQUIRED TO DO THE JOB

- Educated to masters degree level or have equivalent qualification or experience e.g. a recognised management qualification, and evidence of continued personal development.
- Worked in a senior management post with evidence of appropriate experience and development in appropriate healthcare setting, including responsibility for complex inter-department/agency working arrangements.
- Demonstrate operational experience derived from general management roles, managing both scheduled and unscheduled care in key operational posts. An ability to meet deadlines, responsibility for revenue budgets, resource management, and with significant experience in managing people and employee relations issues.
- Able to show clear leadership skills and have an understanding of the complexities, policies and structures of the health care environment.
- Innovative, lateral thinker who is able to influence and effect change combined with sound organisational and operational decision making skills.

- Excellent interpersonal skills with the ability to lead and manage diverse clinical and non-clinical teams.
- Sound knowledge of current practices with healthcare, and awareness of National Strategic Direction issues and how these impact upon the local agenda and subsequent service delivery.
- Experience, flexibility and interpersonal ability to function effectively under uncertain conditions, whilst managing the responsibility for delivery of critical outputs on behalf of NHS Ayrshire and Arran.

Person Specification

Qualifications & Training – Essential Criteria
Educated to Masters or equivalent, with extensive senior management experience within a large, complex organisation, preferably within the NHS or other Public Sector.
Qualifications & Training – Desirable Criteria
Experience – Essential Criteria
The postholder will have in-depth knowledge and experience of clinical, financial and HR management. The postholder will have a proven track record of working with senior executives and clinicians from a variety of fields, demonstrating an ability to work with and achieve outcomes with multidisciplinary groups with potentially conflicting goals and complex agendas.
Experience – Desirable Criteria
Knowledge – Essential Criteria
In depth knowledge of national drivers and strategies. A demonstrable track record of achievement in the provision of operational and innovative solutions in meeting organisational requirements, motivating staff and providing seamless patient care in conjunction with Local Authorities, public and staff as promoted in our National Health.
Knowledge – Desirable Criteria
Competencies and Skills - Essential Criteria
Ability to manage change and deliver challenging operational and financial targets. Ability to provide effective, credible communication in an exposed environment, and an ability to operate effectively under pressure. The postholder must also demonstrate ability to develop a culture that encourages initiative, individual and team responsibility, and open communication.
Competencies and Skills - Desirable Criteria
Personal Characteristics and Other - Essential Criteria
The postholder will have excellent interpersonal skills and the ability to earn the confidence and respect of staff and partners in order to deliver high quality operational services.
Personal Characteristics and Other - Desirable Criteria