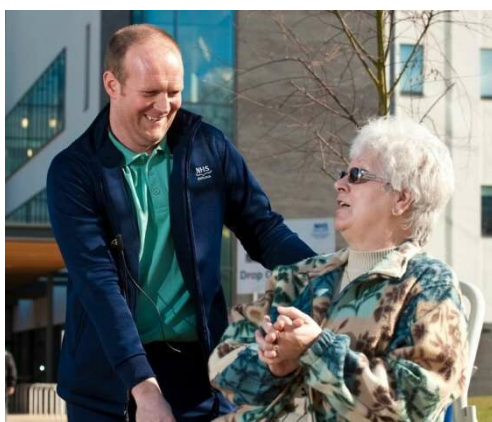


NHS Lothian Site Director (Royal Infirmary of Edinburgh) Recruitment Pack



Our Values
Into Action

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Site Director (Royal Infirmary of Edinburgh)



Executive Manager Grade F

£92,640-£124,518

NHS Lothian covers Edinburgh city, East Lothian, Midlothian and West Lothian. We are the second largest health system in NHS Scotland and one of only four teaching Boards. We have strategic partnerships with local Universities, Local Authorities and our four Integration Joint Boards. We serve a population of 900,000, providing a range of primary, community based and acute hospital services. The RIE is a major acute teaching hospital, with a busy 24 hour emergency department and a full range of medical and surgical services, including the Department of Clinical Neurosciences based within the new RHCYP/DCN hospital. Services are delivered on a local, regional and national basis

We are looking for a highly motivated, innovative and enthusiastic individual to lead, manage and drive forward acute adult services on the Royal Infirmary Site. You will be responsible for the safe delivery of patient centred, safe and effective services in accordance with NHS Lothian's corporate objectives and within the context of Scottish Government policy and priorities. As a member of the Acute Management team, the Site Director will contribute to and participate in the setting of the strategic direction for health services in NHS Lothian working closely with other Acute Directors, HSCP and Corporate Directors to ensure effective whole system working.

This exciting and challenging post requires significant operational management experience in a senior leadership role within the NHS or similar complex organisation; You will have a proven track record of achievement in managing complex service change and improvement programmes. As the lead officer on the site, you will be expected to lead and oversee complex QI and service transformation programmes through proactive visioning, collaborative working and collective leadership, engaging with partners and stakeholders. You must be able to balance demand management and capacity planning, whilst managing competing and conflicting priorities in terms of resources and timescales for delivery.

For further information or an informal discussion about the role please contact Jacquie Campbell, Chief Officer on 0131 465 5838.

Psychometric Assessment will form part of the selection process. This will take place between 23 April and 26 April with feedback to candidates on 30 April prior to interviews on 4 May 2021.

JOB DESCRIPTION

1. JOB IDENTIFICATION

Job Title: Hospital Site Director, Royal Infirmary of Edinburgh (RIE)

Responsible to: Chief Officer

Division: Acute Services

Job Reference:

No of Job Holders: 1

Last Update:

2. JOB PURPOSE

The Site Director will be accountable to the Chief Officer and will provide leadership, management and delivery of all clinical and non clinical acute services on the RIE site, ensuring the safe delivery of patient care and services in accordance with NHS Lothian's agreed corporate objectives and within the context of Scottish Governments quality, financial and other performance and governance targets targets.

The Site Director will lead the site through service change and redesign to improve the efficiency of effective 24/7 services underpinned by NHS Lothian's values and a culture of person centred care.

The Site Director will ensure governance responsibilities are effectively discharged and that there are clear arrangements in place for scrutiny at assurance at each level.

The Site Director will ensure the development and implementation of a strategy for the ongoing improvement of patient flows for both scheduled and unscheduled care through the hospital, working closely with Integrated Health and Social Care Partnerships to ensure opportunities are maximised to integrate services.

As a member of the Acute Management team, the Site Director will fully contribute to and participate in the setting of the strategic direction for health services in NHS Lothian working closely with other Acute Directors and Corporate Directors of the Board to ensure effective cross-service coherence.

3. DIMENSIONS

The total budget for acute services is £736 million and there are 11,310 WTE employees.

Adult services are delivered from three main hospital campuses – Royal Infirmary Edinburgh, Western General Hospital and the Cancer Centre and St Johns Hospital.

The dimensions for RIE are an annual budget of £153m and wte staffing of 2,622. The postholder has direct management responsibility for this budget and staffing.

The RIE is a major acute teaching hospital, with a busy 24 hour emergency department and

a full range of medical and surgical services, including the Department of Clinical Neurosciences based within the new RHCYP/DCN hospital. Services are delivered on a local, regional and national basis.

On the RIE site, Facilities staff are managed through private contractors which brings an added complexity to this role compared to other Acute sites in terms of ensuring that a support service is provided to the standard required to support the care of the patients on the RIE site.

The University of Edinburgh Medical School is also located on the RIE site along with the NHS Lothian Research and Development facilities. The Regional Trauma Centre for the South East Region is also located on the RIE site. The Heart Centre for the South East Region is also located on the RIE site.

4. ORGANISATIONAL CHART

Appendix 1

5. ROLE OF DEPARTMENT

NHS Lothian is one of the major clinical teaching centres in the UK, with links to four universities, providing teaching and research facilities for medical, nursing and AHP staff. This offers scope for collaborative working in the education and training of a range of professions and staff groups.

Acute services in Lothian manage secondary and tertiary adult and paediatric services on a local, regional and national basis.

Acute services provide a range of services across NHS Lothian.

6. KEY RESULT AREAS

1. To lead and direct the day to day running of the hospital site to ensure safe and effective patient centred care is delivered across the range of secondary and tertiary services on site.
2. To provide dynamic strategic and operational leadership to maximise the care of patients across both scheduled and un-scheduled care through the hospital site, whilst supporting collaboration across Acute sites and between Secondary and Primary care.
3. To lead the delivery, monitoring, design and development of services, ensuring they are safe, responsive, patient focussed and flexible and support performance against national and local targets and standards
4. To ensure robust governance systems, processes and monitoring arrangements are established, implemented and scrutinised to ensure compliance and management of risk, including business continuity and resilience as a Major Incident site
5. To establish effective relationships and work closely with colleagues in Health and Social Care Partnerships, Integrated Joint Boards, Primary and Secondary care in order to enhance patient flow and pathways and deliver the jointly agreed plans for the provision of services. This will require establishment of robust links with internal and external providers or agencies.

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6. To lead, manage and develop staff, promoting excellent relationships within and between specialities, ensuring staff are able to contribute effectively to the achievement of site and service objectives and provide high quality patient focussed services within budgetary constraints.
 7. To manage the Site budget in line with Standing Financial Instructions and Recovery Plans ensuring appropriate controls are in place to achieve good financial management and best use of resources to maximise patient care.
 8. To ensure the development and delivery of effective workforce planning across the site, supporting innovate workforce development strategies to maximise workforce capacity and availability.
 9. To develop, manage and embed effective working relationships with site partners including PFI contractors and the University of Edinburgh to ensure effective on site working.
 10. To act as a role model for partnership working, demonstrating adherence to the underlying principles and agreed protocols at all times, ensuring that all decisions regarding organisation and service change are taken on a partnership basis, with public, patient and staff interests.
 11. To exemplify positive behaviours integrating NHS Lothian values into the ways of working for your team, staff and services.
 12. To embed a culture of staff wellbeing across the site, exemplifying listening and supportive behaviours.

7. ASSIGNMENT AND REVIEW OF WORK

The post holder is expected to lead, manage and control their site and its resources and will work with a high degree of autonomy.

Annual objectives will be agreed with and reviewed by the Chief Officer for Acute Services. Performance against these will be reviewed on a six monthly basis.

8. COMMUNICATIONS AND RELATIONSHIPS

The post involves a high level of written and verbal communication utilising a variety of media.

The post holder will be required to prepare Acute Service, Management Team and Board Committee papers and formally present papers to a variety of committees, groups.

Internally, the post holder will work closely with all levels of senior management, staff and their representatives within and across Acute sites and services.

The post holder will have frequent contact with Health and Social Care Teams, Corporate Management Team colleagues, Strategic Planning, Finance Directorate and Integrated Joint Boards.

The post holder will also need to liaise and work with Consort Private Contractors to ensure a support service is delivered to the site to the standard required.

External to the organisation, the post holder will have links with other Health Boards, NSD, Scottish Government Health Departments and Local Government.

Internal Contacts

There will be regular contact with:

- Lothian NHS Board, Executive Directors and Corporate Management Team members
- Acute Directors and their senior teams
- Senior Teams in Strategic Planning, Finance, eHealth, HR, Finance, Pharmacy and other Corporate Teams
- Senior Clinical and Non Clinical staff
- IJB Chief Officers and Locality Managers
- Director of Facilities
- Trade Union / Professional Organisation Representatives to promote constructive Employee Relations and Partnership working
- Patient Experience Team, Risk Management and Scottish Patient Safety Team
- Other managers in a coaching and/or mentoring capacity

External Contacts

There will be regular contact with:

- Consort Private Contractors
- Health Boards / collaborative colleagues in the UK
- Scottish Government Health Directorate
- NSD
- NHS Suppliers
- Local Government
- Universities and in particular the University of Edinburgh
- MP/MSPs
- Central Legal Office
- Members of the Public
- Voluntary Organisations

9. MOST CHALLENGING / DIFFICULT PARTS OF THE JOB

Lead change in a form that promotes proactive visioning rather than reactive and delivers co-operative working towards innovative solutions.

Balance demand management and capacity planning given the challenges presented by population growth, national initiatives and policy change.

Leading on complex agendas with competing and conflicting priorities in terms of resources and timescales for delivery whilst gaining the co-operation and agreement of stakeholders to deliver both local priorities and corporate goals.

Delivery of services on site where the hospital is a PFI Hospital and the challenges that this can bring.

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

Success in this high profile leadership role demands:

- Masters Degree with appropriate management / leadership qualification or equivalent

-
- Significant senior management experience in a senior leadership role within the NHS or similar complex organisation, operationally or close to Board level.
 - A proven track record of achievement in managing complex clinical service change and operational management in a large complex healthcare organisation with significant experience of leading large scale projects and modernisation schemes.
 - Experience of successfully leading the development and implementation of cross sector strategic plans.

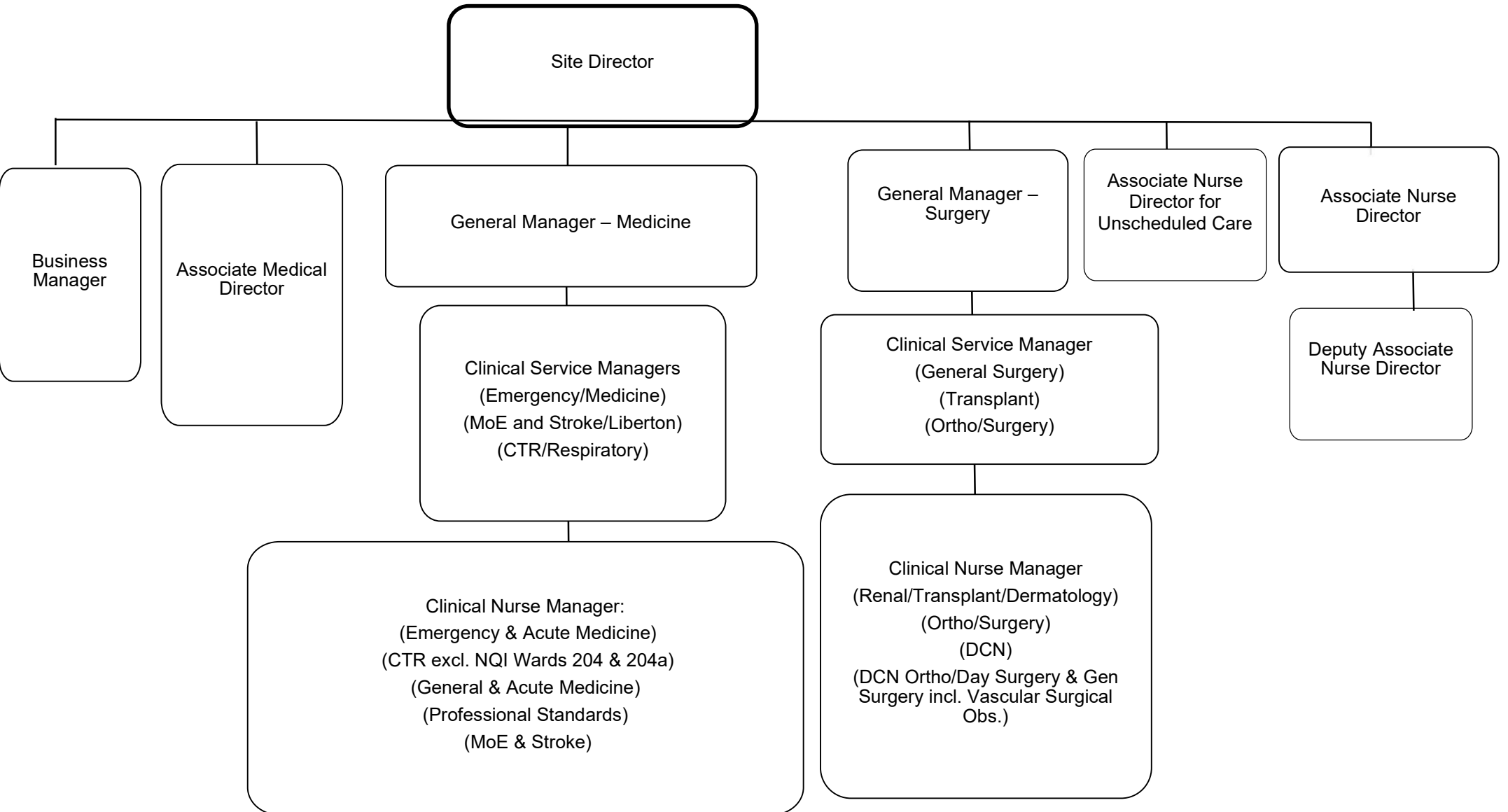
11. JOB DESCRIPTION AGREEMENT

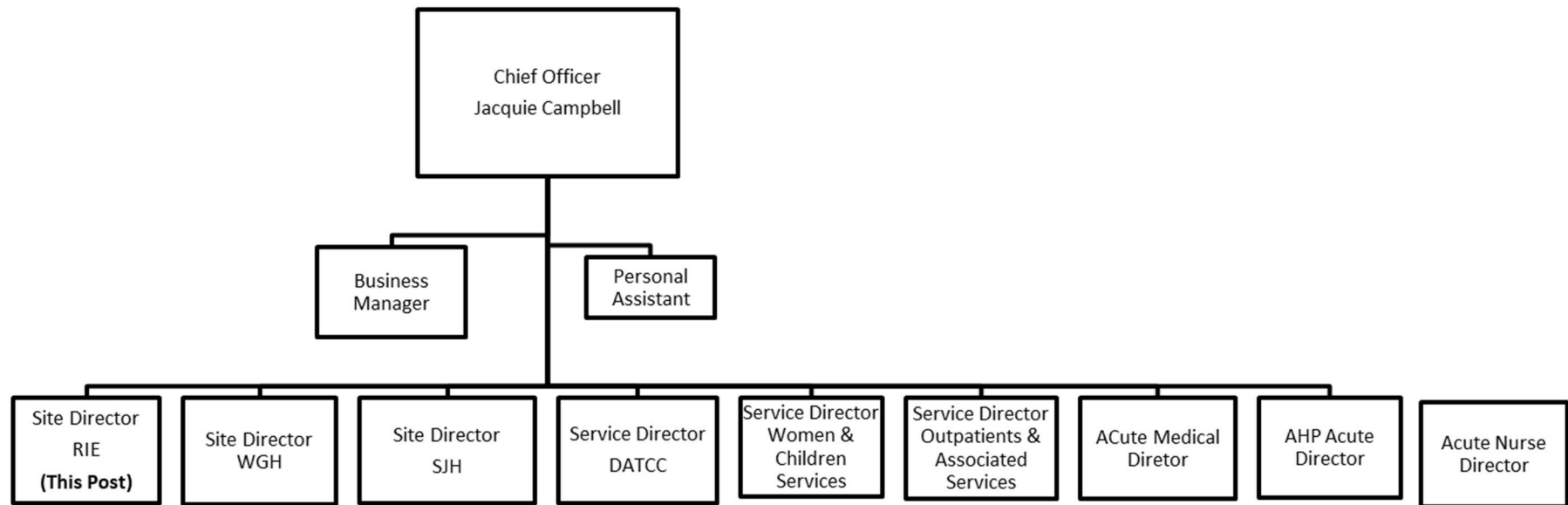
A separate job description will need to be signed off by each jobholder to whom the job description applies.

Job Holder's Signature:

Head of Department Signature:

Appendix 1





PERSON SPECIFICATION

Criteria	Essential	Desirable	How assessed
Personal Traits	<p>Excellent written, verbal communication and presentation skills.</p> <p>Confident and articulate.</p> <p>Communicates enthusiasm for the service and demonstrates excellent leadership abilities.</p> <p>Committed to the development and maintenance of good relationships with staff, colleagues, patients, carers, other agencies and communities.</p> <p>Produces clear and accurate records of communication consistent with legislation, policies and procedures.</p> <p>Demonstrate and promote NHS Lothian's values of quality, teamwork, care and compassion, dignity and respect, and openness, honesty and responsibility through the application of appropriate behaviours and attitudes.</p>		I and R
Qualifications and Training	<p>Educated to Masters level</p> <p>Evidence of Leadership training and development.</p>		<p>A and C</p> <p>A and C</p> <p>A and I</p>
Experience and Knowledge	<p>Significant general manager and leadership experience in the NHS or another complex multidisciplinary public or independent health sector organisation.</p> <p>Understanding of NHS values and how they are applied in a leadership role.</p>	.	<p>A and I</p> <p>A and I</p>

	<p>Proven track record of successfully leading the planning, development and implementation of large scale strategic plans</p> <p>A proven track record of achievement in managing complex clinical service change and operational management in a large complex healthcare organisation with significant experience of leading large scale projects and modernisation schemes.</p> <p>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.</p> <p>Experience of successfully leading the development and implementation of cross sector strategic plans.</p>		<p>A and I</p> <p>A and I</p> <p>A and I</p> <p>A and I</p> <p>A and I</p>
Skills and/or Abilities	<p>Able to effectively manage conflict</p> <p>Skilled in negotiation</p> <p>Project management skills</p> <p>Able to support staff development</p>	Good IT skills	<p>A and I</p> <p>A and I</p> <p>A and I</p>
Specific Job Requirements	<p>Ability to lead a workforce across a range of specialist areas.</p> <p>Able to travel independently around Lothian</p>		<p>I and R</p> <p>A and I</p>

Key – how assessed	
A = Application form	I = Interview
C = Copies of certificates	T = Test or exercise
P = Presentation	R = References

About NHS Lothian

NHS Lothian provides a comprehensive range of primary community – based and acute hospital services for the populations of Edinburgh, Midlothian, East Lothian and West Lothian.

We also provide some services for patients in the Borders and Fife and are a national centre of expertise for a range of clinical specialities provided to people across Scotland. NHS Lothian has an annual budget of £1.6 billion and employs approximately 26,000 staff.

Our Vision

Over the course of 2014 – 2024, everyone is able to live longer healthier lives at home, or in a homely setting and, that we will have a healthcare system where:

- We have integrated health and social care
- There is a focus on prevention, anticipation and supported self-management
- When 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 quality and safety, with the person at the centre of all decisions supported through House of Care and Realistic Healthcare approaches.

There will be a focus on ensuring that people get back into their home or community environment as soon as appropriate, with minimal risk of re-admission.

Our Mission

- improving the health of the population
- improving the quality of healthcare
- improving staff experience
- achieving value and financial sustainability Better health, better care, better value.

Our Values

- Care and Compassion
- Dignity and Respect
- Quality
- Teamwork
- Openness, Honesty and Responsibility.



Our context and our challenges

NHS Lothian now serves over 900,000 residents, a number which swells considerably during the Festival and at Hogmanay. We work with 4 Integration Joint Boards in East Lothian, Edinburgh, Midlothian, and West Lothian; with more than 120 GP practices; with 4 major acute hospital campuses and over 26,000 staff, and with multiple higher and further education institutions. We provide local, regional, and national services and believe that we provide these to a high quality. We pride ourselves on the effort and professionalism our staff put into taking care of people.

NHS Lothian has a strategic plan we call Our Health, Our Care, Our Future, which we published in 2014 and which runs for the period to 2024. In this, we laid out our vision for how we intend to develop and deliver services and improve the quality of care, the challenges we face to improve the health of the population, and the choices we would have to make to ensure our system remained sustainable.

Foremost amongst these challenges was the changing demography of our growing population. In 2010 there were just under 837,000 people in Lothian, with about 16% of these being aged 65 or above. Our estimate of population in 2019 is about 916,000, with about 18% of these being aged 65 or above. Although this does not sound much, it is a nearly 10% growth in population, and an additional 30,000 or so people over the age of 65. This is very good news and shows how the NHS, public services, research and people's taking responsibility for their own health are extending lifespans in Lothian. However, people over the age of 65 do tend to have more health conditions and a higher usage of health services than younger people. Meanwhile, our growth in the age group up to the age of 4, who are also high users of health services, has continued to raise the pressure on our services for children and general practices in particular.

This demography also affects our workforce, and so we are acutely conscious that the same issues that affect the general population as they age also affect our workforce, resilient and dedicated as they are. Our workforce plan seeks to lay out how we will develop and support our staff to more productive and rewarding careers, but there is no denying the scale of the challenge the aging demography presents us with – for example, 30% of our mental health nursing workforce are over the age of 50, and we expect 90% of them to retire by the time they reach the age of 50. Meanwhile, only 10% of our workforce in this area is under the age of 30, meaning we need to bolster our workforce and redesign our services in order to continue to provide improved services.

We are also acutely conscious that the lynchpins of our system in the current context often do not work for NHS Lothian, or indeed even for our statutory sector partners. Care workers employed by the independent sector and the third sector carry out essential, and often unseen, roles in our system, and find themselves increasingly under strain, and with their employers likewise under pressure.

We hold out hope that improved use of technology and innovation, in all its forms, will help us close these workforce gaps.

Finally, there is no avoiding the significant challenge presented to our system by financial pressures. NHS Lothian has managed these financial pressures and is expected to continue to deliver financial break-even.

These factors combine to make the delivery of a truly seamless, patient-centred, sustainable system as envisaged in Our Health, Our Care, Our Future an ever-greater challenge, but one we believe we have plans in place to deliver.

Our Priorities for Continuous Improvement



Continuous Improvement can be small incremental changes over time, or one-off breakthrough improvements. Every clinical service should pursue continuous improvement in the quality of care with regard to the six dimensions of care (Safe, Effective, Person-Centred, Timely, Efficient, and Equitable). We must put environmental sustainability at the heart of everything we do.

NHS Lothian carries out its role through a wide range of staff, contractors, and partners working together to:

- promote the improvement of the physical and mental health of the population;
- provide primary care to individuals and families within in their communities;
- provide secondary care in hospitals and other facilities; and,
- deliver sustainable and equitable outcomes, with regard to the impact on the environment, service users, staff, carers, volunteers, other stakeholders, and the equitable use of resources.

Our Priorities help all staff understand:

- what the Board's overall priorities are and what it will be focussing on; and
- how their own role fits in with and supports the overall achievement of those priorities.

Improving the Health of the Population

1. Increase activity aimed at preventing people from developing health issues or becoming unwell. Reduce health inequalities and the burden of avoidable suffering and premature death.
2. Re-design our arrangements to provide sustainable access to primary care services.
3. Increase support for communities and individuals to take care of their own health and health conditions (where this is appropriate).

Improving the quality of healthcare

1. Improve performance on unscheduled care, and the timely discharge of people from our hospitals to home or a homely environment.
2. Increase the level of care and support provided within the community for adult mental health services, psychological services, and learning disabilities services.
3. Reduce waiting times for scheduled care, cancer services, and Child & Adolescent Mental Health Services.

Improving Staff Experience

1. Improve our workforce sustainability and widen our workforce supply routes. Maintain an up-to-date 3-year NHS Lothian Board Workforce Plan to support workforce and service sustainability across services, professions, sites, and health & social care partnerships.
2. Implement the Staff Experience and Engagement Programme, to have a workplace which is safe, staff are healthy, fit for their jobs, and feel that their work contributes to their wellbeing.
3. Develop the capacity and capability of leadership at every level of the organisation.

Achieving Value and Sustainability

1. Cut out avoidable travel and avoidable visits to healthcare premises.
2. Support integrated whole-system working across health and social care.
3. Transfer children's hospital services, the department of clinical neurosciences, and Child & Adolescent Mental Health Services to the new hospital at Little France.
4. Progress the sustainable workforce plan to fully re-open the paediatric inpatient ward at St John's Hospital.
5. Always develop and carry out robust implementation plans, and review their impact on Our Priorities. Learn from all attempts to make improvements, and share that learning with others.



Links to key strategic documents:

Our Health, Our Care, Our Future

<https://org.nhslothian.scot/OurHealthOurCareOurFuture/Pages/default.aspx>

Quality Management Strategy

<https://qilothian.scot.nhs.uk>

3 Year Board Workforce Plan

<https://org.nhslothian.scot/KeyDocuments/WorkforcePlanning/2017-19%20Workforce%20Plan%20Final.pdf>

Staff Engagement and Experience Framework

<https://vimeo.com/384995253>

Appointment Arrangements

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 Director of Primary Care.

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

Psychometric Assessment will form part of this selection process. This will take place between 23 April and 26 April with feedback to candidates on 30 April prior to interviews on 4 May 2021.

Medical Assessment

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 Lothian. 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.

Criminal conviction check

A criminal convictions check will be required.

Immigration, Asylum and Nationality Act 2006 – Prevention of illegal working

Candidates must be eligible to work in the UK – The successful candidate will be required to provide original evidence of his/her eligibility to work in the UK. Guidance on suitable documentation will be provided.

Provision of false information

Candidates should also note that the provision of false information or the omission of material information in their application or at interview may lead to the offer of employment being withdrawn or summary dismissal.

Informal Enquiries

Informal telephone enquiries are welcomed by Ms Jacquie Campbell, Chief Officer on 0131 465 5838.

Summary of Terms and Conditions

Salary

The Pay Arrangements for Executive and Senior Managers are subject to Direction by Scottish Government Ministers, and as set out in CEL (2011) 7

This post is set at Grade F within the Executive and Senior Managers Pay Arrangements £92,640-£124,518.

Pension fund

The appointment is superannuable under the NHS (Scotland) Superannuation Scheme unless you opt out in favour of some other scheme or are ineligible to join. Your remuneration will be subject to deduction of superannuation contributions in accordance with the scheme. Costs and contributions are available on the SPPA website: www.sppa.gov.uk NHS Lothian encourages staff to join the scheme.

Sick Pay

Sick pay entitlements will be in accordance with the provisions of the NHS Staff Council. Sickness allowance depends on the length of continuous service and is on a scale ranging from one month's full pay plus two month's half pay during the first year of service, up to six month's full pay plus six month's half pay after completing five years of service.

Hours of work

The working week will be full-time 37½ hours per week. For pay purposes the working week will be deemed to be 37½ hours.

Holiday entitlement

The annual holiday entitlement is 27 days annual leave per year on commencement, rising to 29 days after 5 years service and 33 days after 10 years service.

There are also 8 fixed public holidays in a year for all staff.

Relocation

Relocation expenses will be payable to the successful candidate in accordance with the Board's policy. NHS Lothian will pay up to 10% of the employee's basic salary as a grant towards removal expenses. There is scope for this percentage to be increased up to a maximum of 15% in exceptional circumstances subject to agreement from the NHS Lothian's Deputy Director of HR and Employee Director.

Period of notice

Appointment is subject to termination by either side giving 3 months written notice

