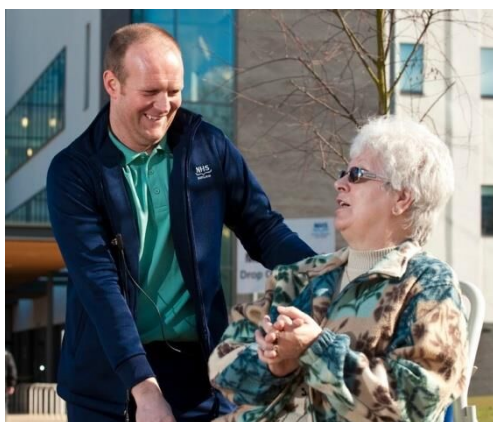
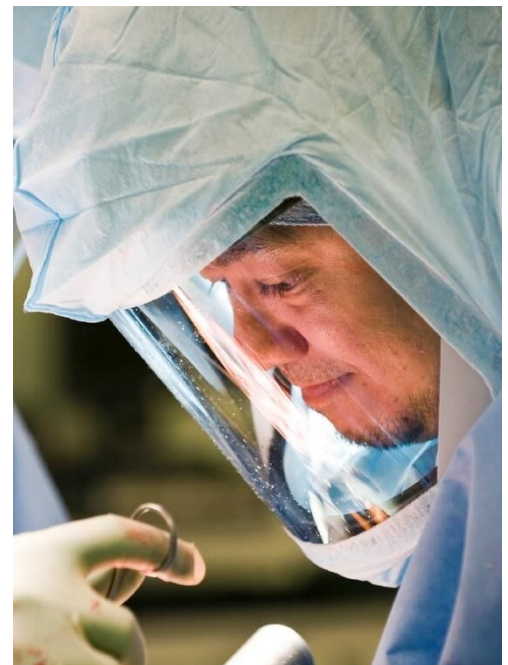


NHS Lothian Chief Officer, Acute Services Recruitment Pack



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Message from our Chief Executive



I would like to take this opportunity to thank you for your interest in the post of Chief Officer, Acute Services. The role of Chief Officer, Acute Services is pivotal to maintaining our success as we strive to deliver a healthier future for the people of Lothian.

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

As Chief Officer, Acute Services you will lead direct and manage the effective and efficient operational planning and delivery of Acute Services and will make a significant contribution in the continued development of our reputation for success and progress in health improvement, tackling inequalities and delivery of quality healthcare.

If you are inspired by the challenges this opportunity presents and believe you have the skills, experience and qualities we are seeking, we look forward to receiving your application.

If you require any additional information which cannot be found within this pack or would like an informal discussion with me about the role please contact Georgia Sherratt on 0131 465 5804 or alternatively email Georgia.sherratt@nhslothian.scot.nhs.uk

I would draw your attention to the NHS Lothian's website www.nhslothian.scot.nhs.uk for up to date information.

Calum Campbell

Chief Executive

NHS Lothian

Chief Officer, Acute Services

Executive Manager Grade G

£108,766 - £146,445

Location: Edinburgh

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 c900,000, providing a range of primary, community based and acute hospital services. We also provide regional and national services across a range of clinical specialties.

We are looking for a highly motivated, innovative and enthusiastic individual to lead, manage and drive forward Acute Services in NHS Lothian. 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 the Scottish Government policy and priorities. As a member of the Corporate Management Team, the Chief Officer, Acute Services will contribute to and participate in the setting of strategic direction for health services in NHS Lothian working closely with other Directors to ensure effective whole system working.

The role is suited to an ambitious and experienced professional with significant experience of leading, planning and managing scheduled and unscheduled hospital services in a large healthcare system. You will be a resilient and inspirational leader with integrity at your core and be able to create a clear sense of purpose and be inclusive of stakeholders. This post presents an exciting opportunity to influence and shape the provision of health services in Lothian. You will have proven skills in effective people management, team building, communications, engagement and negotiation at individual, team and systems level and be able to balance demand management and capacity planning, whilst managing competing priorities in terms of resources and timescale for delivery.

For an informal discussion with the Chief Executive please contact georgia.sherratt@nhslothian.scot.nhs.uk

To learn more about us, the role and how to apply please visit <https://apply.jobs.scot.nhs.uk/>. Closing date for applications is 2 December 2022

Assessment process will be held on 11 January 2023 and the selection interviews will be held on 16 January 2023.

JOB DESCRIPTION

1. JOB IDENTIFICATION

Job Title: Chief Officer, Acute Services

Health Board: Lothian

Responsible to: Chief Executive

Location: Edinburgh

Last Update: November 2022

2. JOB PURPOSE

To lead, direct and manage the effective and efficient operational planning and delivery of acute services, ensuring that the Board's corporate objectives and plans are implemented in a patient centered manner.

To ensure that the strategic capacity plans are in place to support the delivery of the Board's objectives within acute services.

To lead the strategic planning of the acute services element of the Boards overall clinical strategy.

The Chief Officer will attend Board meetings as the executive lead for Acute Services. The Chief Officer will be required to operate at 3 levels to provide strategic leadership to the Board, play a strong role in driving and shaping East Region planning strategies to support delivery of sustainable services across the region and to help shape and influence national policy and strategy, particularly for scheduled care.

3. DIMENSIONS

NHS Lothian serves a population of c900,000 within the city of Edinburgh, East, Mid and West Lothian. Lothian is the second largest teaching Board in Scotland with strategic partnerships with University of Edinburgh, Edinburgh Napier University and Queen Margaret University.

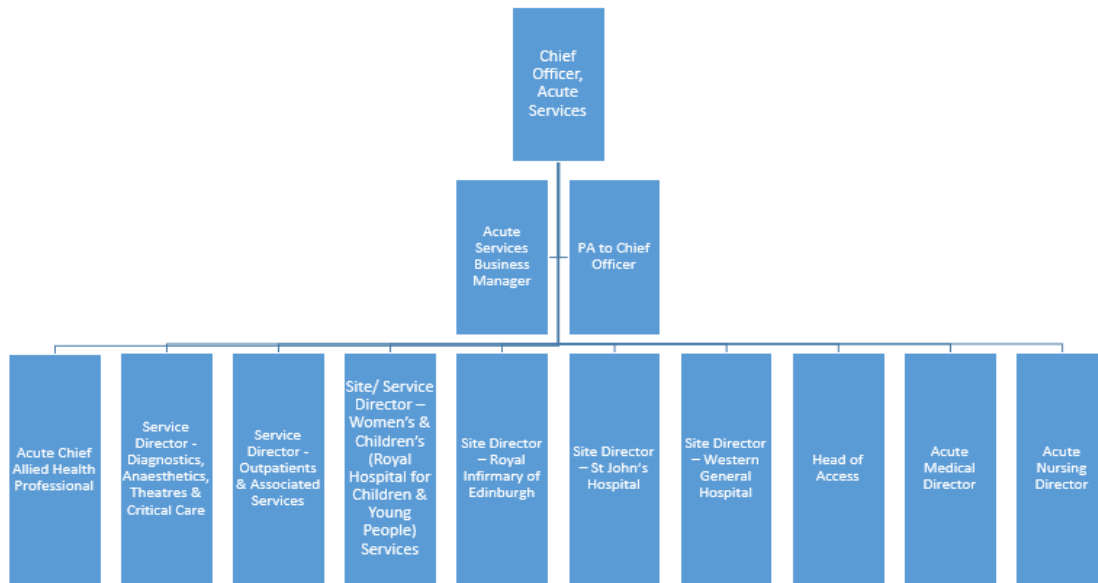
The Board provides a comprehensive range of primary, community based and acute hospital services to the local population and also provides a range of regional and national services.

NHS Lothian employs c26,000 wte and has a revenue budget of £1.6bn. There are 4 main acute hospital sites: Royal Infirmary of Edinburgh, St John's Hospital, Western General Hospital and Royal Hospital Children and Young People.

The postholder is required to work very closely with the 4 Health and Social Care Partnerships in relation to unscheduled care and system flow.

Lothian Acute Services has a budget of c £825m with c12,200 wte employees and the postholder has 12 direct reports.

4. ORGANISATIONAL CHART



5. ROLE OF THE DEPARTMENT

The role of Acute Services is to provide high quality, safe, person centered care and make the best use of available resources.

6. KEY RESULT AREAS

1. As a member of the NHS Lothian Executive Leadership team contribute to the corporate management of NHS Lothian providing high level expertise in relation to the planning and delivery of acute services.
2. Lead and direct the day-to-day operational management and service delivery of all acute services, ensuring Board, Regional and Scottish Government objectives and targets are delivered.
3. Lead the development of the Boards scheduled care planning, modelling and delivery (including, service design, workforce and financial planning) to meet the Board's objectives in line with Scottish Government policy.
4. Build effective partnerships with HSCP Chief Officers in the 4 partnerships to deliver the strategic objectives in relation to the planning and delivery of unscheduled care.

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5. Create an appropriate climate both internally and externally to enable the Lothian Acute Services and the Board to achieve person centred care, staff governance and financial objectives, providing strong and respected leadership.
 6. Work with regional partners to contribute to the development of regional service plans and oversee delivery of some acute services on a regional basis to make optimal use of centres of expertise and mitigate capacity, workforce or resource risks.
 7. Meet all financial and quality targets, including developing a sustainable financial framework for acute services delivery, ensuring the equitable provision of care across all Lothian's population.
 8. Lead the design and delivery of the acute services element of the Board's overall strategic frame-working with the Director of Strategic Planning, Nurse and Medical Directors.
 9. Champion, drive and implement the Quality Improvement approach within Acute Services, which ensures that we provide a high quality and effective acute services and oversee the development of a transformation change programme to support improvements in delivery against access targets, specifically progressing our approach to modern outpatient services.
 10. Oversee the development of site master planning proposals for the optimal configuration of acute hospital services across the Royal Infirmary of Edinburgh, St John's Hospital and the Western General Hospital to ensure that need, demand and capacity are effectively and efficiently aligned to the Board's Strategy.
 11. Evolve, maintain and monitor effectiveness of robust communication strategy across Acute Sector to support robust visibility of the leadership teams, working in partnership with Trade unions to ensure effective consultation, collaboration and staff engagement.
 12. Lead, manage and motivate the staff of the Acute Services to achieve stated objectives and ensure the continuous development of staff through the performance management system. Demonstrate and exemplify positive behaviours and attitudes, acting as a role model to others and nurture a culture in keeping with the NHS Lothian values.

7. ASSIGNMENT AND REVIEW OF WORK

Objectives are agreed annually with the Chief Executive and reflect NHS Lothian's values and corporate objectives. The postholder is responsible for ensuring delivery of these objectives, and for managing the ongoing re-prioritising of work.

Review of performance is conducted by the Chief Executive in a formal annual appraisal. The Chair acts as reviewer for formal assessments by the Chief Executive.

8. COMMUNICATIONS AND RELATIONSHIPS

The postholder will communicate with a wide range of senior and non-clinical staff in NHS Lothian; Health and Social Care partners, the wider NHS in Scotland, Scottish Government Officials and a range of other external stakeholders. Excellent communication skills are required in order to persuade others and negotiate the implementation of change. Communicating and receiving highly complex, sensitive or contentious information where there may be barriers to understanding.

Excluding the postholder's immediate line manager and his/her subordinates within NHS Lothian, the following are key working relationships, with examples of the purposes of these contacts:-

- With members of NHS Lothian Board to ensure the provision of information and support to enable them to effectively fulfill their roles as Non-Executives.
- With members of the CMT; senior managers; senior clinical staff and senior staff side representatives within NHS Lothian to ensure the development of Corporate and Service Strategies.
- With Executive Directors of neighbouring NHS systems to ensure NHS Lothian integration in relevant initiatives.
- With Officers of the Scottish Government Health Department to discuss national policy/strategy, to participate in national working groups or planning groups and to respond to parliamentary questions.
- With MPs/MSPs/Public pressure groups including participation in regular Board MSP meetings providing briefings and responding to concerns.
- Members of the public, patients and their families and carers in relation to service change or complaints.
- Trade unions and partnership representatives as part of our business-as-usual processes in relation to staff management, support and service change.
- With media to respond to media questions about matters within NHS Lothian relating to the postholder's sphere of responsibility.

9. MOST CHALLENGING / DIFFICULT PARTS OF THE JOB

Operating in an environment where there is significant uncertainty due to political, economic and financial drivers presenting a highly complex range of options to deliver NHSS policy and strategy.

Finding innovative workforce, resource and physical capacity solutions to reduce the significant demand and capacity gap.

Ensuring, in a rapidly changing environment the best investment of limited resources to deliver maximum health gain for the population within set financial parameters.

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

Qualifications

Educated to Masters level or equivalent with evidence of postgraduate study and continuous professional development in a relevant field.

Experience

Significant experience of leading, planning and managing scheduled and unscheduled hospital services in a large healthcare system.

Understanding and experience of working within a political and national policy context and the ability to manage delivery, governance and assurance in that context.

Experience of improving organisational performance through implementing a systematic approach to operational delivery and transformation based on collaboration and co-production with key partners.

Experience of working in a Corporate Leadership Team.

Demonstrable experience of successfully working within financial parameters.

Skills

A resilient and inspirational leader with integrity at their core, able to create a clear sense of purpose and be inclusive with stakeholders.

Proven skills in effective people management, team building, communication, engagement and negotiation at individual, team and systems level.

Ability to build stakeholder relationships across the health and social system, with other Boards and the Scottish Government.

PERSON SPECIFICATION

Education/Qualifications	Essential	Desirable
Qualifications & Training		
Masters degree or evidence of postgraduate study and continuous professional development in a relevant field	X	
Significant experience of leading, planning and managing scheduled and unscheduled hospital services in a large healthcare system.	X	
Personal Qualities:		
Understands and demonstrates the NHS Lothian's values of quality, teamwork, care & compassion, dignity & respect and openness, honesty & responsibility through the application of appropriate behaviours and attitudes	X	
Personal integrity and credibility delivering a culture of openness and accountability.	X	
Open, supportive and visible leadership style.	X	
Positive, professional leadership approach, leading by example.	X	
Strong persuasive, influencing, negotiation and interpersonal skills.	X	
Resilience and stamina in pace of work to deliver in a demanding and high-profile role.	X	
Commitment to collaborative working	X	
Experience & Knowledge		
Experience of improving organisational performance through implementing a systematic approach to operational delivery and transformation based on collaboration and co-production with key partners.	X	
Experience of working in a Corporate Leadership Team.		X
Understanding and experience of working within a political and national policy context and the ability to manage delivery, governance and assurance in that context.	X	
Demonstrable experience of successfully working within financial parameters.	X	
Experience of working with Board Level Executive and Non-Executive Directors from a range of backgrounds.		X
Skills:		
A resilient and inspirational leader with integrity at their core, able to create a clear sense of purpose and be inclusive with stakeholders.	X	
Proven skills in effective people management, team building, communication, engagement and negotiation at individual, team and systems level.	X	
Understanding of the importance of stakeholder relationships across the health and care system.	X	
Excellent and demonstrable influencing skills.	X	
Excellent analytical and judgement skills to address highly complex facts and situations.	X	
Highly developed written and verbal communication skills.	X	

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 specialties 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.

We have developed a new strategic plan for NHS Lothian – the Lothian Strategic Development Framework (LSDF). The LSDF sets out what will happen across Lothian's Health and Care system over the next 5 years, up to and including the financial year 2027-28. The framework is a collaboration between NHS Lothian and the four Integration Joint Boards. Further information on the LSDF can be found at the following link - <https://org.nhslothian.scot/Strategies/LSDF/Pages/default.aspx>

As we emerge from the pandemic the health and care services continue to face unprecedented challenges in terms of care delivery and workforce availability. Recovery from the impacts of COVID-19 pandemic will take years, not months. The new strategic development framework includes a set of principles, assumptions, fixed points and our key delivery objectives for recovery. We will seek to embed things we have learned from the COVID-19 pandemic in all that we do, for example making best use of digital technology and encouraging self-care by our citizens where that is appropriate.

With both a growing and an ageing population in the Lothian's demand for our services will continue to rise. It is imperative that we find new and innovative ways of managing this demand and seek to transform how we deliver 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 maximising our early careers programmes, widening access routes, international recruitment and a strategic focus on staff wellbeing will help to reduce these workforce gaps. For further information on our workforce challenges and plans in place to try and address these challenges is outlined in our Workforce Plan 2022 – 25 which can be accessed here - org.nhslothian.scot/KeyDocuments/Pages/WorkforcePlanning.aspx

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 truly seamless, patient-centered, sustainable services challenging unless we focus on innovation and transformation.

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 Chief Officer, Acute Services. Assessment against these attributes will feature throughout the recruitment and selection process for this appointment.

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: <https://projectlift.scot/wp-content/uploads/2020/09/Values-Based-Recruitment-Process-for-NHS-Board-Executive-Team-appointment.pdf>

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

- Psychometric Tests
- Real 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.

We have pre-set the date for assessment for 11 January 2023 and interview which will take place on 16 January 2023 and you will require to be available on both these dates.

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 may 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 Mr Calum Campbell, Chief Executive. This should be arranged through contact with Georgia Sherratt, PA to the Chief Executive: Telephone: 0131 465 5804 or Email: georgia.sherratt@nhslothian.scot.nhs.uk

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 G within the Executive and Senior Managers Pay Arrangements £105,598 - £142,179.

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 6 months written notice.

CMT Organisation Chart

