



THE STATE HOSPITALS BOARD FOR SCOTLAND

Director of Nursing & Operations

Recruitment and Information Pack

Application reference number: 129157

Application Closing Date: 11.59pm on Wednesday 14 December 2022

Workforce Directorate
The State Hospitals Board for Scotland
Lampits Road
Carstairs
Scotland
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www.tsh.scot.nhs.uk

Pack contents

To assist you with your application for the post of Director of Nursing and Operations, this pack is provided with useful information about The State Hospital and the role.

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Useful Websites

- **The State Hospitals Board for Scotland**
www.tsh.scot.nhs.uk
- **The State Hospitals Board for Scotland Remobilisation Plan**
<https://www.tsh.scot.nhs.uk/Board/Docs/State%20Hospital%20Remobilisation%20Plan%20-%20September%202020%20to%20Mach%202021.pdf>
- **The State Hospital Service Strategy 2017-2020**
<https://www.tsh.scot.nhs.uk/Board/Docs/State%20Hospital%20Service%20Strategy%202017-20%20-%20Board%20Approved%20Oct%2017.pdf>
- **The State Hospital Annual Operating Plan**
<https://www.tsh.scot.nhs.uk/Board/AOPs.html>
- **The State Hospital Annual Report**
https://www.tsh.scot.nhs.uk/Board/Annual_Reports.htm
- **The State Hospital Annual Review**
https://www.tsh.scot.nhs.uk/Board/Annual_Reports.htm
- **The Forensic Network**
<http://www.forensicnetwork.scot.nhs.uk/>
- **The Healthcare Quality Strategy for NHS Scotland -**
www.scotland.gov.uk/Resource/Doc/311667/0098354.pdf
- **The Health & Social Care Delivery Plan**
<https://www.gov.scot/publications/health-social-care-delivery-plan/>
- **Everyone Matters: 2020 Workforce Vision**
<https://www.gov.scot/Publications/2013/06/5943>

Welcome letter from Chief Executive

Dear Applicant

Many thanks for taking an interest in the Director of Nursing & Operations vacancy at the State Hospital.

The State Hospitals Board is very much an integral part of NHS Scotland and one of 8 National Boards providing specialist services. It has a unique function in Scotland of providing high quality forensic mental health assessment, care, treatment and rehabilitation for male patients in conditions of high security. The Hospital has 140 beds and admits patients from Scotland and Northern Ireland. It is based in South Lanarkshire and has an annual revenue budget of approximately £41m.

The Hospital was completely rebuilt in 2011 and provides modern person centred facilities which are fit-for-purpose. The Board is committed to fostering a forward-looking and “can do” organisational culture. We ensure that a focus on continuous improvement underpins all of our activities and that our working environment is one which values and supports educational and staff development opportunities. It should be noted that the role may change in the future to support potential service change arising from the recent review of Forensic Mental Health Services in Scotland. Further information is available within the link attached below:

<https://www.gov.scot/publications/independent-forensic-mental-health-review-final-report/>

This is an excellent opportunity for an exceptional candidate who can evidence outstanding leadership qualities. We are looking for an inspiring individual and strategic thinker with the ability to earn the confidence and respect necessary to bring about real change.

The Director of Nursing & Operations will adopt and demonstrate our values, will lead a successful team as it tackles new challenges, and will be responsible for the continued development of The State Hospital’s reputation as an employer of choice.

Enclosed with this letter you will find a range of information, which I hope you will find interesting and clear. However, if these do not answer all the questions which you might have and you would like to find out more, please give me a call.

I look forward to receiving your application.

With best wishes

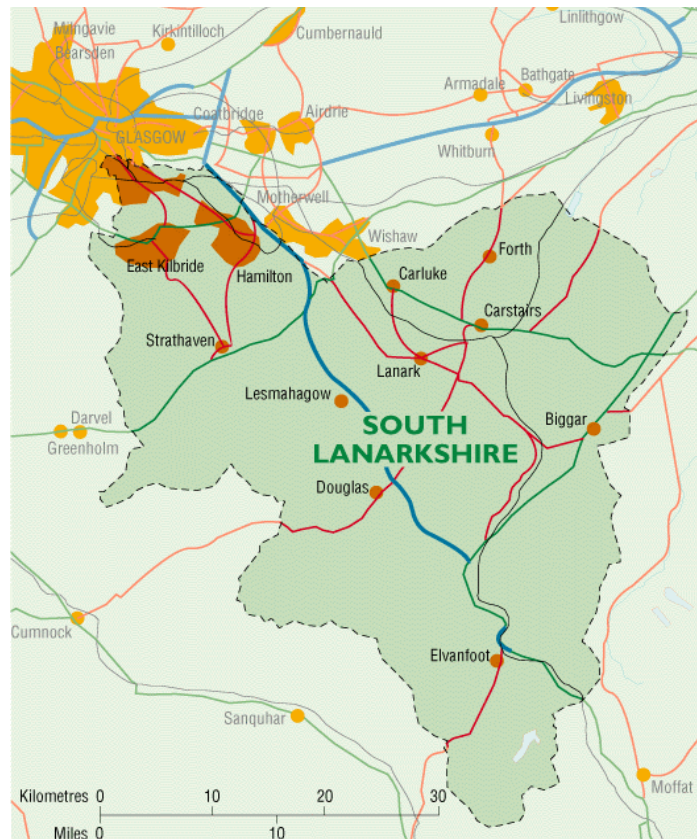
Gary Jenkins

Chief Executive, The State Hospitals Board for Scotland

General Information

The State Hospital – Carstairs, South Lanarkshire

DEMOGRAPHIC AND SOCIAL PROFILE OF SOUTH LANARKSHIRE



South Lanarkshire - Borders many parts of South-East Glasgow. It also contains many towns and villages. It also shares borders with Dumfries and Galloway, East Ayrshire, East Renfrewshire, North Lanarkshire, the Scottish Borders and West Lothian. It includes part of the historic county of Lanarkshire

South Lanarkshire is home to just over 311,000 people and is one of the largest and most diverse areas of Scotland. The Council covers 180,000 hectares of land stretching from a few miles from the city centre of Glasgow to close to the Scottish Border.

There are four towns in South Lanarkshire with a population over 20,000 (East Kilbride, Hamilton, Rutherglen and Cambuslang) and a further 23 towns and settlements with a population over 1,000.

Introduction to The State Hospital

The State Hospital provides the national high secure in-patient forensic mental health service for Scotland and Northern Ireland. Employing around 610 staff, the Hospital is located in Lanarkshire in central Scotland, and is equidistant to the cities of Edinburgh and Glasgow.

It is one of four high secure hospitals in the UK, the other three are located in England – Broadmoor, Rampton and Ashworth.

The State Hospital is part of the NHS in Scotland. The governing body of the Hospital is the Board, which is accountable to Scottish Ministers through the Scottish Government, for the quality of care and the efficient use of resources.

There are three strands of governance: Clinical Governance, Staff Governance and Corporate Governance. There are many linkages between these strands and a range of supporting frameworks, strategies and action plans are in place to ensure delivery of high standards of governance.

WHAT WE DO

The State Hospital provides assessment, treatment and care in conditions of special security for individuals with mental disorder who, because of their dangerous, violent or criminal propensities, cannot be cared for in any other setting. Given that the patients do not have access to other services or communities, the Hospital must be able to address all of their needs (e.g. therapeutic, vocational, social and physical wellbeing) via a range of facilities provided on site.

CARE AND TREATMENT

The State Hospital takes a values based and person centred approach to care. The clinical teams deliver care in line with agreed care pathways which are regularly reviewed to ensure patients are receiving the highest standards of care. The Hospital promotes local ownership of clinical effectiveness which continues to be a high priority with considerable effort and investment in research, clinical audit and practice development. This ensures clinical care remains evidence-based and of the highest standard.

The Hospital is part way through a redesign of the clinical operating model. The aim of this is to ensure patients feel and experience a sense of progression through the creation of sub speciality specific wards.

FURTHER INFORMATION

If you would like to discuss this opportunity in more details, you are welcome to contact the Chief Executive, Gary Jenkins by telephoning David McCafferty on 01555 842009 or by emailing david.mccafferty@nhs.scot

The State Hospital Board Members

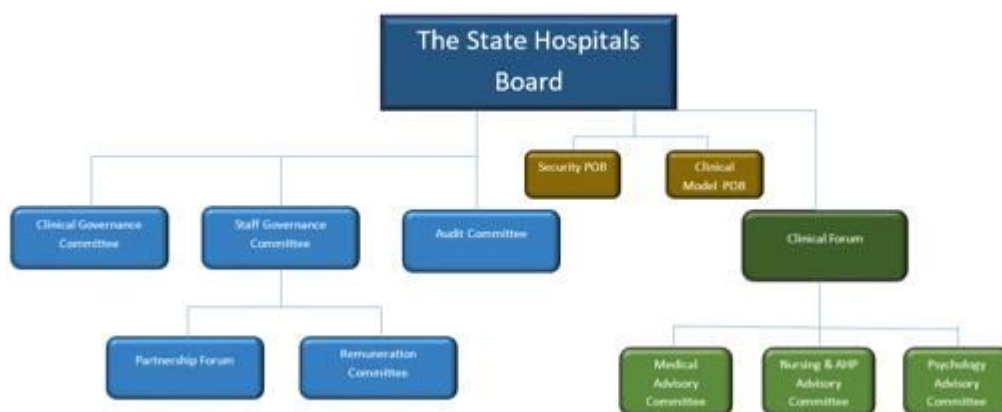
The governing body of the Hospital is the Board which is accountable to Scottish Ministers for the quality of care and the efficient use of resources. The Board is made up of appointed Non-Executive and Executive Directors. Board members take collective responsibility for the Board's decisions and performance. Executive Directors are appointed by the Board and Non-Executive Directors are appointed nationally in accordance with the public appointments arrangements.

The main functions of the Board is to establish strategic direction, aims and values, whilst ensuring accountability. To achieve its aims, the Board allocates resources, monitors organisational and executive performance, delegates operational matters and oversees senior management arrangements and appointments. The Board meet six times during the year to progress strategy and review performance. Board meetings are open to the public.

GOVERNANCE

The Board has a statutory responsibility to embrace the three strands of governance: Clinical Governance, Staff Governance and Corporate Governance. There are a range of supporting plans, strategies and frameworks to support and monitor the delivery of good standards of governance. Risk management and performance management bring all the elements together:

- Clinical Governance is the framework to support the Board's statutory responsibility to deliver high quality care. The Clinical Governance Committee ensures that the quality of care is delivered, monitored and maintained, and that care and treatment models evolves to meet the needs of both patients and staff;
- The Staff Governance Committee is the main forum for monitoring staff governance issues. It ensures that staff governance standards are adhered to throughout the organisation in that staff are well informed, appropriately trained, involved in decisions that affect them, treated fairly and consistently and provided with a safe and improved working environment.
- The Audit Committee oversees arrangements for external and internal audit of the Board's financial and management systems and considers the Board's overall systems of internal control.
- The Remuneration Committee considers senior management performance and pay related issues



The State Hospitals Board for Scotland

https://www.tsh.scot.nhs.uk/Board/Whos_Who.html

Mr Brian Moore, Chair

Mr Gary Jenkins, Chief Executive

Professor Lindsay Thomson, Medical Director

Mr Robin McNaught, Director of Finance and e-Health

Ms Karen McCaffery – Interim Director of Nursing & Operations

Mr Allan Connor, Employee Director

Mr David McConnell, Non-Executive Director (Vice Chair)

Ms Pam Radage, Non-Executive Director

Ms Cathy Fallon, Non-Executive Director

Mr Stuart Currie, Non-Executive Director

In Attendance

Ms Linda McGovern, Director of Workforce

Mr David Walker, Director of Security, Estates and Resilience

Ms Caroline McCarron, Head of Communications

Ms Margaret Smith, Board Secretary

Ms Monica Merson, Head of Corporate Planning and Performance

Job Advertisement

**Director of Nursing & Operations
The State Hospitals Board for Scotland**

Job reference number: 129157

Executive Grade D £75,646 - £98,586

Permanent Post

The State Hospitals Board for Scotland is a national resource providing high secure forensic mental health services. The redevelopment of the hospital estate was completed in 2011, to provide modern facilities in which to deliver patient services in line with our clinical model. The State Hospital hosts the managed care network for forensic mental health services in Scotland.

This is an excellent opportunity for an exceptional person who can evidence outstanding leadership qualities. We are looking for an inspiring individual and strategic thinker with the ability to earn the confidence and respect necessary to bring about real change.

The Director of Nursing & Operations will be an experienced leader who can adopt and demonstrate our values, lead a successful team, and be responsible for the continued development of The State Hospitals reputation as an employer of choice. These challenges require an exceptional, values-driven leader, with a proven track record of providing strategic direction in a complex organisation.

You will be an exceptional individual with vision, drive, passion and intellect as well as a broad range of strategic and professional skills.

Participation in the senior manager on-call rota is a requirement of the role.

If you would like an informal discussion regarding this post, please contact Gary Jenkins, Chief Executive, on 01555 842009 (e-mail david.mccafferty@nhs.scot)

The closing date for applications is 11.59pm on Wednesday 14 December 2022. Interviews are scheduled for Friday 23 December 2022

All enquiries will be treated in the strictest confidence.

Candidate Information

POST OF:	Director of Nursing & Operations
BASE:	The State Hospital, Carstairs
REF NO:	129157

Thank you for your interest in this key post with The State Hospital. This information sheet summarises the terms and conditions related to the post.

ABOUT THE POST:	
JOB DESCRIPTION:	A job description is attached.
CONTRACT:	This post is offered on a permanent basis
SALARY:	Executive Level Grade D. Ranging from £75,646 - £98,586* per annum, dependent upon experience. <small>* salary scale 2021/22</small> Your salary will be paid into your bank account on the last Friday of each month.
HOURS OF WORK:	This post is full time. For pay purposes the working week will be deemed to be 37.5 hours.
ANNUAL LEAVE/STATUORY AND PUBLIC HOLIDAYS:	Annual leave entitlement, including Statutory/Public Holidays on appointment will be 35 days; upon completion of 5 years NHS service 37 days; and after 10 years NHS service 41 days. The leave year is from 1 st April – 31 st March. Part time staff will receive a pro-rata entitlement for annual leave and public holidays combined.
MOTOR VEHICLE PROVISION:	Car users whose business mileage will exceed 3,500 miles per annum shall be entitled to apply for a Leased Car in accordance with this scheme.
SICK PAY	Entitlements to Statutory Sick Pay and Occupational Sick Pay will be in accordance with the UK Staff Council and as set down in the Agenda For Change NHS Terms and Conditions of Service.
NO SMOKING POLICY	The State Hospital operates a No Smoking Policy and it is the case that staff are not permitted to smoke on the premises or during working hours. It is a condition of employment that you comply with these requirements.

GENERAL CONDITIONS	
CONDITIONS OF SERVICE:	<p>Other conditions of service are those laid down and amended from time to time by the UK Staff Council and as set down in the Agenda for Change NHS Terms and Conditions of Service Handbook.</p> <p>Performance management arrangements and pay progression will be subject to Direction by the Scottish Ministers as set out in NHS HDL (2007) 15 and guidance from the Scottish Government Health Directorates.</p>
SUPERANNUATION:	<p>Employees are automatically opted into the NHS (Scotland) Superannuation Scheme. Employees may opt out by completing Form SB34.</p>
DISABLED APPLICANTS:	<p>A disability or health problem does not preclude full consideration for the job and applications from people with disabilities are welcome. All information will be treated as confidential. The State Hospital has been approved, by the Employment Services Department, as an Equal Opportunities employer with a positive policy towards employment of disabled people. The State Hospital guarantees to interview all applicants with disabilities who meet the minimum criteria for the post.</p> <p>You will note on our application form we ask for relevant information with regards to your disability. This is simply to ensure that we can assist you, if you are called for interview, to have every opportunity to present your application in full. We may call you to discuss your needs in more detail if you are selected for interview.</p>
ASYLUM AND IMMIGRATION ACT 1996 AND 2004 (Section 8):	<p>The Asylum and Immigration Act 1996 and 2004 requires employment checks to ensure that all employees are legally employed in the United Kingdom. Candidates will be asked to provide relevant original documents prior to an offer of employment being made. Any offer of employment will only be made when the organisation is satisfied that the candidate is the rightful holder of the documents and is legally eligible for employment within the United Kingdom.</p>
TRAVEL EXPENSES INCURRED WHEN ATTENDING FOR INTERVIEW:	<p>Reasonable travel expenses incurred when attending for interview will be reimbursed. The travel expenses for the successful candidate will be paid when they take up post and will be included in their first monthly salary. Please note, however, reimbursement of expenses shall <u>not</u> be made to individuals who refuse an offer of employment on grounds which, in the opinion of The State Hospital are inadequate.</p>

RELOCATION EXPENSES:	Relocation expenses may be payable to the successful candidate, in accordance with the Policy. This is available on request from the Workforce Directorate. Candidates who require to relocate to take up post should discuss this with the interview panel.
MEDICAL EXAMINATION:	Any offer of employment is subject to satisfactory Occupational Health Clearance. Should you be invited to interview you will be asked to complete a Pre-Employment Health Questionnaire which you should bring to interview. The Occupational Health Service (SALUS) 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 is required before clearance can be given and SALUS may contact you by telephone or request that you attend for an appointment. Clearance must be obtained before any new employee commences employment with The State Hospital. Clearance may be subject to you attending for a Post-Employment appointment and it is vital that you attend this appointment if required to do so.
DISCLOSURE SCOTLAND CRIMINAL RECORD CHECK (Police Act 1997 Part V) and Protection of Vulnerable Groups Scotland Act 2001:	All employees who apply for posts which are exempt from the Rehabilitation of Offenders Act 1974 and who have access to patients in the course of their employment will be required to consent to a Disclosure Scotland Criminal Records Check or join the Protection of Vulnerable Groups Scheme. Any offer of employment is conditional upon a satisfactory check or confirmation of scheme membership being received and a commencement date for employment will only be agreed following this confirmation.
REHABILITATION OF OFFENDERS ACT 1974	Under the terms of the Rehabilitation of Offenders Act 1974, many people need not refer to previous convictions which, after a certain period of time, are regarded as spent. Certain posts within the National Health Service, however, are excluded from the provisions of this Act. All potential employees must disclose on the application form any unspent convictions and certain potential employees are required to inform us of any previous convictions which, for other purposes, are “spent” under the provisions of this Act. Failure to disclose such information could result in dismissal or disciplinary action by the organisation. Any information given will be treated in the strictest confidence.
REFERENCES:	Two written references satisfactory to the organisation must be obtained prior to any offer of employment being made. These should include current and previous employers as requested in the job application form. This is in line with the Recruitment and Selection Policy.

YOUR APPLICATION:	
INFORMAL ENQUIRIES:	Informal enquiries are welcomed by Gary Jenkins, Chief Executive who can be contacted via David McCafferty on 01555 842009
CLOSING DATE:	11.59pm on Wednesday 14 December 2022
INTERVIEW PROCESS:	<p>From 1st June 2018 NHS Scotland introduced a Values Based Approach to the recruitment of all appointments at Chief Executive, Executive Director, Director and the other next level immediate direct line reports to the Chief Executive. While it remains the responsibility of individual NHS Boards to carry out recruitment to the Executive Cohort they must do so in line with the guidance contained with Values Based Recruitment Process for NHS Board Executive level appointments. This can be found through the following link:</p> <p>https://projectlift.scot/wp-content/uploads/2020/09/Values-Based-Recruitment-Process-for-NHS-Board-Executive-Team-appointment.pdf</p> <p>In practice this means that the shortlisted candidates may participate in Psychometric Tests, Role Play Exercise, Presentation and Values Based Competency Interview.</p> <p>Further details of the above will be shared with the shortlisted candidates, however the presentation will form part of the formal interview.</p> <p>Applicants should submit an application form including a supporting statement and details of 2 referees one of which should be your present employer.</p>

Job Description and Person Specification

Job Description

THE STATE HOSPITALS BOARD FOR SCOTLAND

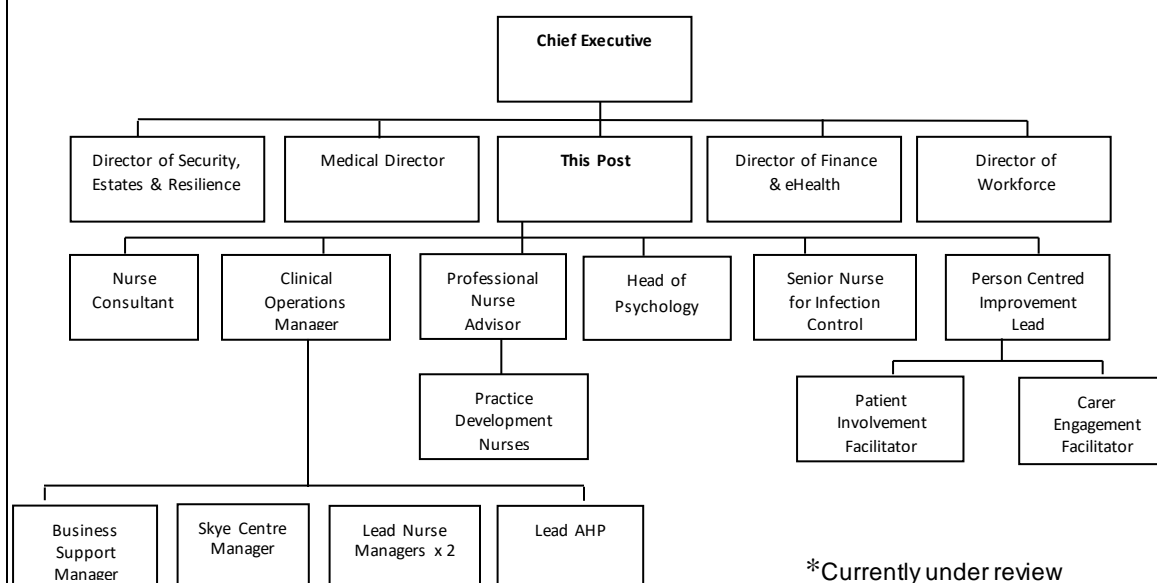
1 Job Details	
Job Title	Director of Nursing & Operations
Job Profile Number	075341
Directorate	Nursing, AHP and Operations Directorate
Grade	Executive Grade D
Version Date	November 2022

2 Job Purpose
<p>As an Executive Director of the Board, participate fully in the corporate management and governance of The State Hospital. Support the Board with nursing, AHP, Psychological Treatment Service and other portfolio advice to permit discharge of responsibilities for public accountability, operation of effective systems, corporate and clinical governance and ensure that targets for the year are met in a manner that maintains stability.</p> <p>Deputise for the Chief Executive ensuring continuity of leadership and decision making in their absence.</p> <p>Direct, lead, and develop nursing, allied health professional and psychology services.</p> <p>Optimize the contribution that nurses, allied health professional and psychology services staff make to the development and delivery of safe, effective and person-centred multi-professional care.</p> <p>Lead on the development and ongoing monitoring of effective person-centred care initiatives that ensure patients are at all times:</p> <ul style="list-style-type: none"> - Fully informed and consulted - Influencing service delivery - Engaged in their own treatment planning - Safe and protected from harm when vulnerable - Treated fairly, equitably and with dignity and respect. - Supported by their carers and families <p>Lead Executive Director for complaints and feedback, public protection including Social Work Services, and for Infection Prevention and Control.</p> <p>Ensure effective implementation of change management programmes, hospital policies and procedures, staff and clinical governance standards, and safe staffing legislation.</p>

3 Dimensions

The Board Revenue Budget for 2022/23 amounts to £41M
The State Hospital capital allocation 2022/23 amounts to £270k
The Post Holder will directly manage a budget of approx. £22m
The State Hospital employs 620 staff
The Nursing And AHP Service account for approximately 412 staff.

4 Organisation Chart *



5 Reporting Relationships

Accountable to the Chief Executive of The State Hospital and an Executive Member of the NHS Board.

The post holder will also work closely with the relevant Directorates within Scottish Government and in particular with the Chief Nursing Officer.

The post holder is expected to work with a diverse range of stakeholders across Health, Council, Criminal Justice, the Voluntary Sector and other partner agencies.

They will have a key leadership role in relations with external bodies such as the Mental Welfare Commission and Healthcare Improvement Scotland.

6 Outcomes

Corporate Governance

Contribute positively to the development and implementation of Hospital organisational strategies, clinical and operational policies.

Contribute to the effectiveness of the Board and its Committees, providing timely and relevant information, reports and advice as required for good governance of the service.

Provide expert advice on nursing, allied health professional and psychology services practice and standards.

Provide leadership on child and adult protection issues, person-centred care and professional development to ensure that the State Hospital meets its statutory and professional requirements and relevant objectives.

Lead the Organisational Management Team, meeting regularly with Heads of Service and directing the work of the Hospital Management Team.

Clinical Governance

Establish, maintain, improve and monitor nursing, allied health professional and psychology services standards to ensure that the State Hospital continues to develop as a centre of excellence for mental health care, while maximising the contribution these teams make to effective and person-centred multi professional care.

Work closely with colleagues in the Clinical Quality Service and eHealth to design and deliver quality monitoring frameworks and to ensure focus on digital transformation.

Expand the scope of the team to develop their role as key therapists with professional confidence within their multidisciplinary team and in their relationships with other professions, supported by the provision of appropriately tailored training and development.

Establish, maintain, improve and monitor robust systems and standards that ensure vulnerable patients, carers and children at the State Hospital are protected from harm using Adult and Child Protection legislation and the Scottish Patient Safety Programme as key drivers.

Lead on the organisation, development and implementation of the Scottish Patient Safety Programme, in particular applying quality improvement methodology to ensuring a least restrictive approach to practice, and focusing on essentials of safe care.

Lead the Board's focus on the prevention and control of infection, overseeing an annual programme of work, and chairing the Infection Control Committee.

Work closely with key opinion formers and contribute effectively to the development of national strategies and policies on forensic and mental health in Scotland, while ensuring that staff implement contemporary best practice at The State Hospital.

Work collaboratively with the Medical Director on all areas of clinical governance.

Service Governance

Ensure effective delivery of Nursing, allied health professional and psychology services staff, optimizing the use of resources to support the delivery of high quality, patient centred care.

As a member of the Corporate Management Team, work with the Chief Executive and other members of the team in providing strategic direction and leadership to the Hospital.

Ensure the implementation of clinical, staff and financial governance standards as advised by the Board.

Lead on implementation of safe staffing legislation in areas of responsibility, reporting to board and Scottish Government as required.

Ensure the ongoing development and effective use of clinical service indicators that measure service delivery and outcomes and are used in performance management of clinical teams.

Lead on the setting, monitoring and reviewing of policy and of practice standards in relation to the Prevention and Management of Violence and Aggression (PMVA), including delivery of a programme of audit.

Manage and develop the processes and risk assessments relating to Infection Prevention and Control. In particular, minimise the key risks for staff and patients in blood borne viruses, outbreak management, clinical waste and hand hygiene through consistent application and monitoring of standard infection control procedures, use of continuous improvement methods, and ensuring delivery of programmes of training.

Staff Governance

Recruit, develop and manage staff to create an open, supportive and positive culture that accords with NHS values, supports and promotes employee wellbeing, and in turn maximises the potential for optimum patient focused services.

Demonstrate and exemplify positive behaviours and attitudes and ensure that effective working relationships are developed across the organisation and which support formal partnership working.

Contribute to, and agree, the annual personal objectives and standards for senior nursing and clinical staff but in particular for; the Professional Lead Nurses, Consultant Nurses, Patient Centred Improvement Service Lead, Head of Psychology, Senior Nurse for Infection Control; and similarly contribute to the review of objectives and performance and any associated personal development, where appropriate.

Ensure the development, review and maintenance of an effective pre and post registration academic infrastructure for nurses at the Hospital, ensuring nurse learners and interns have appropriately validated learning environments, experienced practice assessors and supervisors, and access to Practice Education Facilitators.

Ensure the delivery of an annual programme of Nurse Practice Development.

Financial Governance

Overall budget holder for Directorate, ensuring financial probity and managing the budget effectively.

Contribute to Board annual efficiency targets and ensure services are delivering best value models of care within available resources.

Continuously review and refine the workforce plans in area of responsibility to ensure the clinical objectives are delivered and high quality forensic mental health care, is delivered through:

- Having the right number of staff
- With the right sets of skills and competencies
- In the right place, at the right time.

Additional Lead Roles

Lead on the Hospital's Person Centred Care Programmes, initiatives and frameworks with the Person Centred Improvement Team and clinical teams. This includes the delivery of spiritual and pastoral care services, volunteering and independent advocacy. In so doing, ensure patients are fully engaged in their own treatment / management plans; are fully informed and consulted; are influencing the development of State Hospital services; and the Board are meeting all relevant elements of the Patients' Rights Act.

Lead on eliminating discrimination and advancing equality of opportunity for people with severe and enduring mental health problems through values based practice. Leading the Person Centred Improvement Steering Group in establishing and monitoring agreed Equality Outcomes that seek to improve our standards of equality of access to treatment.

Provide operational, professional, clinical or safety advice to senior and ward staff on individual patient care plans in light of emergent needs, risks or challenges, as requested while on site or on call. This requires a prerequisite up to date knowledge and awareness of all patients' clinical presentations and risks which often requires regular exposure to distressing details of violent, sexual and related risk behaviours.

Consider reports following investigations with regards to professional practice issues, making recommendations for further action where professional nursing standards or nursing care has been compromised. On occasions chairing Disciplinary Hearings.

Fulfil Director On Call requirement and perform the role of Incident Commander when required for any high risk incident / event, ensuring the effective management of the required operational contingency plans and ultimate safe conclusion of the incident while being exposed to potentially stressful or violent disruptive behaviours.

7 Knowledge

Essential:

Knowledge of NHS Values and behaviours and ability to demonstrate these at all times.

Strong personal ethos of care, compassion and person-centeredness.

Experience of providing professional nursing and clinical leadership, working at a strategic and operational level and demonstrating significant people management skills.

Successful track record in managing organisational and culture change and managing modernisation programmes.

Significant financial management, workforce, strategic, risk and budget planning experience.

Experience of working with or as part of an NHS Board.

Knowledge of NHS Board governance requirements and experience of providing Board reports, information and advice.

Experience of working with inspection and scrutiny agencies and with other Governmental departments and organisations.

Demonstrable success in leading, managing and inspiring employees and of building and motivating effective senior teams.

Excellent communication and interpersonal skills to persuade others and negotiate the implementation of change.

Desirable:

Experience of managing AHP and Psychology services.

Experience of providing advice and guidance in a public service context.

Experience of communication within the media and an ability to communicate clearly and effectively through these channels.

8 Communication and Relationships

Internal

Chief Executive

Clinical Service Manager

Professional Lead Nurse

Lead AHP / Senior Nurses / Charge Nurses / Advanced Nurse Practitioners

Patients

Carers

Ward Nursing Staff and AHP staff.

PFPI Co-ordinator

Clinical Team Members

Others include Executive Directors, staff-side colleagues, Consultant Nurses, Advocacy Manager, non-Executive Directors and other senior managers.

External

Chief Nursing Officer (CNO) - twice a month

Other NHS Board Nurse Directors - monthly as a minimum

South Lanarkshire Council Chief Officers - monthly as a minimum

Scottish Health Council staff - 2 or 3 times monthly

Mental Welfare Commission - monthly

Nursing & Midwifery Council (NMC) staff - as required

Healthcare Environment Inspectors - monthly

Scottish Government Health Department Officials - 2 or 3 times monthly

Forensic Mental Health Nurses across Scotland - 3 or 4 times monthly

9 Most Challenging Part Of The Job

Delivering the process of change and continuous improvement in quality of patient care and staff development while maintaining safety and avoiding harm to patients.

Making highly complex decisions and judgement (sometimes with potentially limited information) and within time pressures, to quickly, effectively and safely resolve individual patient, clinical and risk management problems

Fulfilling a Board wide portfolio within a smaller organization whilst balancing involvement in a range of clinical operational issues.

Delivering high quality care in a challenging financial environment.

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

- Registered Mental Health Nurse on NMC Register.
- Educated to Masters level or equivalent.
- Demonstrable skills and experience of working in a senior clinical or management position within a medium / large health care organization.
- Sound understanding of Forensic Care, Criminal Justice and Mental Health Legislation and Services, Data Protection and Patients' Rights.
- Strong analytical and problem solving skills, with evidence of successful application both within the context of strategic planning and frontline delivery.

THE STATE HOSPITALS BOARD FOR SCOTLAND
PERSON SPECIFICATION

Post Title / Grade: Director of Nursing & Operations, Grade D

	ESSENTIAL	DESIRABLE	MEASURE
Experience	<p>Provision of Professional Nursing leadership at both a strategic/operational level</p> <p>Successful track record in managing organisational and culture change and managing modernization programmes</p> <p>Significant financial management, workforce, strategic, risk and budget planning experience</p> <p>Working with or as part of an NHS Board and the provision of Board reports, information and advice</p> <p>Working with inspection and scrutiny agencies and other Governmental departments and organisations</p> <p>Demonstrable skills and experience of working in a senior clinical or management position within a medium / large health care organization</p>	<p>Managing AHP and Psychology Services</p> <p>Providing advice and guidance in a public service context</p> <p>Communication with the media and an ability to communicate clearly and effectively through these channels</p>	<p>Application Form/Interview/References</p> <p>Application Form/Interview/References</p> <p>Application Form/Interview/References</p> <p>Application Form/Interview/References</p> <p>Application Form/Interview/References</p> <p>Application Form/Interview/References</p> <p>Application Form/Interview/References</p>
Qualifications/ Training	<p>Registered Mental Health Nurse on NMC Register</p> <p>Educated to Masters level or equivalent</p>		<p>Application Form/Interview/References</p>

<p>Knowledge</p>	<p>NHS Board Governance requirements</p> <p>Sound understanding of Forensic Care, Criminal Justice and Mental Health Legislation and Services, Data Protection and Patients' Rights</p>		<p>Application Form/Interview/References</p> <p>Application Form/Interview/References</p>
<p>Skills</p>	<p>Significant people management skills</p> <p>Success in leading, managing and inspiring employees</p> <p>Success in building and motivating effective senior teams</p> <p>Excellent communication and interpersonal skills with the ability to persuade others and negotiate the implementation of change</p> <p>Strong analytical and problem solving skills, with evidence of successful application both within the context of strategic planning and frontline delivery</p>		<p>Application Form/Interview/References</p> <p>Application Form/Interview/References</p> <p>Application Form/Interview/References</p> <p>Application Form/Interview/References</p> <p>Application Form/Interview/References</p>
<p>Other</p>	<p>There will be a requirement to travel to national meetings within this role.</p> <p>The postholder will also act as Deputy Chief Executive</p>		

Summary of NHS Scotland Core Leadership Competencies

Core Competency	Examples Performance Criteria / related Behaviours
1. Strategic Focus	<ul style="list-style-type: none"> • Understands the vision of the organisation and their role in achieving this. • Sets longer terms plans and develops contingencies. • Understands external environment and its potential impact. • Is aware of relevant National and Local initiatives, imperatives and factors influencing local health service provision. • Translates broad strategies into specific objectives and action plans. • Aligns resources, processes and systems to support strategic priorities.
2. Collaborative / Partnership Approach	<ul style="list-style-type: none"> • Promotes collaboration and teamwork across organisational boundaries. • Creates an open, team environment where differences can be discussed constructively. • A balanced view of conflicting perspectives is established. • Cultivates an active network of relationships inside and outside the organisation. • Understands current power and political relationships. • Recognises and responds to the concerns of others and takes a systematic approach to the development and maintenance of effective partnership working. • Has a sound understanding of multi-agency influencing and decision making protocols.
3. Achieving results and making decision	<ul style="list-style-type: none"> • Key accountabilities, judgement and decisions are accepted and acted upon. • Sets and pursues appropriate goals for self and service. • Is committed to achieving results and demonstrates a strong commitment to organisation success. • Manages stakeholder expectations to achieve results. • Reviews key indicators and uses management systems to monitor progress. • Demonstrates a creative approach to problem solving. • Able to work effectively under pressure. • Important issues in a complex situation and their implications are identified.

Core Competency	Examples Performance Criteria / related Behaviours
4. Managing Resources	<ul style="list-style-type: none"> • Recognises and capitalises on staff strengths and abilities. • Engages staff in understanding all decisions affecting them. • Establishes clear objectives and results for all staff. • Develops staff to achieve. • Assigns clear authority and accountability. • Aware of employee issues and responds appropriately. • Aligns available resources to agreed service priorities. • Delivers financial responsibilities and develops contingencies.
5. Interpersonal approach	<ul style="list-style-type: none"> • Promotes ideas and proposals persuasively; provides compelling rationales. • Shapes stakeholder opinions and negotiates win / win solutions. • Builds a broad base of support among key decision makers and influencers. • A balanced approach which demonstrates both empathy and a focus on facts, problems and solutions is maintained when handling emotional situations.
6. Change and Improvement	<ul style="list-style-type: none"> • Champions new initiatives and service redesign. • Stimulates and develops innovative ideas and improvements based on accurate data. • Challenges status quo and resistance. • Prepares others to understand and accept change. • Is proactive, utilising intelligence to support proposals. • Is recognised as an enabler of change. • Demonstrates resilience to continuous / concurrent change. • Able to make hard decisions when implementing change. • Works well with ambiguity or impartial data. • Is flexible and adaptable.
7. Professional Development	<ul style="list-style-type: none"> • Areas for development are identified through reflection and appropriate strategies pursued to improve performance. • Area of strength are recognised and consistently applied. • Constructive feedback is sought and acted upon to improve professional performance.

Core Competency	Examples Performance Criteria / related Behaviours
8. Respects Diversity	<ul style="list-style-type: none"> • Supports and enables fair treatment and equal opportunity for all. • Establishes an environment where staff are comfortable raising issues or concerns. • Challenges inappropriate behaviour and prejudice effectively. • Managing people on an individual basis. • Fostering relationships with people who have different views. • Actively mentors and coach's staff and colleagues. • Recruits and develops talent from all backgrounds. • Actively seeks and applies diverse views and perspectives • Applies employee's policies in a constructive way for all staff. • Uses inclusive language. • Applies inequalities sensitive approach to service delivery.
9. Governance	<ul style="list-style-type: none"> • Maintains focus on strategic issues and priorities to ensure required organisational performance is achieved. • Monitors organisational performance and exercises accountability for results. • Makes and supports decisions that support effective financial, clinical and employee results. • Ensures organisation fulfils its financial, clinical and staff responsibilities. • Examines and defines factors that could adversely affect performance or delivery of committed activities. • Ensures compliance with statutory or policy obligations. • Quantified and assigns probabilities to risks and opportunities (level and likelihood).

Recruitment process and Indicative Timetable

1. Short listing of applications by an Assessment of application forms to determine experience and approach match the needs of this position as described in the Role Description and Person Specification.
2. Shortlisted candidates may be invited to participate in a Team Fit and Stakeholder Exercise or be set a task to be presented to the Interview Panel, to give an initial insight into their leadership and managerial competencies and skills. It will be scored against all of the NHS Scotland values, which have been aligned with the core competencies.
3. The final part of the assessment process requires candidates to present to the interview panel on a role-specific subject to explore current issues of importance to the Board and/or NHS Scotland. This will be followed by a Values Based Competency Interview. This approach to interviewing looks at the interviewee as a “whole person” and maximises opportunities for discovering both their strengths and areas for future development.

Closing date	Wednesday 14 December 2022
Invite to Next stage	Friday 16 December 2022
Interview	Friday 23 December 2022

**It is hoped to hold the Interviews on site in person – however this will be confirmed nearer the time*