NHS Grampian

**Job Description**

# SECTION 1

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| JOB IDENTIFICATION |  |
| **Job Title:** | Strategic Interface Lead |
| **Department(s):** | Medicine and Unscheduled Care Portfolio (MUSC) |
| **Location:** | Ashgrove House |
| **Hours:** | 37.5 hours per week |
| **Grade:** | Band 8D |
| **Salary:** | £94,345 - £98,384 |
| **Contract:** | Permanent |

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|  | **Job Purpose**  NHS Grampian’s quality vision is to achieve transformational improvement in the provision of safe, person centered and effective care for our patients. High level post that involves complex planning, change and redesign of system-wide services, involving staff, members of the public, carers and partner organisations.  The Strategic Interface Lead is responsible for:   1. Interpreting national, regional and local policies to develop multidisciplinary system wide strategic plans and programmes. 2. Providing advice to support and inform an evidence-based approach within ethical frameworks for commissioning and developing services, including both primary and secondary care, across sectors, including local authorities, partners and voluntary organisations for example Winter Planning. 3. Information systems are required for each project and usually require bespoke design and implementation, on occasion adapting existing systems from previous projects. The post holder is responsible for their design, implementation, monitoring and review of system and data. This is a major job responsibility as it enables the post holder to assess the success of projects and amend plans as required. 4. Influencing and leading issues within the wider system for which the post holder does not have direct managerial responsibility. For example ED Staffing Risk. 5. Directing transformation within a number of operational and clinical service areas e.g. across the whole system, in accordance with local, regional and national strategy in line with the portfolio approach. 6. The post holder will have the skills to work in an ambiguous environment on very difficult issues that influence and are influenced by occasions and organisations external to our own. 7. Working closely with the Portfolio management and corporate teams to ensure that service planning is informed by evidence and support the clinical services across a range of joint priorities for example Bed Base Review. 8. Leading on the approach to Winter Planning with the NHS Grampian strategy and supporting the NHS Grampian Integrated Delivery Plan to be the way forward for the organisation. 9. Leading on a range of board wide service issues on behalf of the Portfolio. 10. Providing a major contribution to North of Scotland partnerships with North of Scotland Boards and leading on a range of regional issues on behalf of the Portfolio. 11. To be Site Manager on call (SMOC) on a rotational basis for all aspects of the ARI site. 12. The post holder will also have significant responsibility for influencing the use and the re-allocation of funding across the system in order to ensure resources are maximised to ensure transformation of service delivery and best value. This also includes working with and influencing partners in relation to shared and non-shared funding sources. 13. The preparation of business cases for significant service changes related to Grampian services consistent with best practice and taking business cases through the Acute Sector, NHS Grampian and SGHD decision making processes. |
|  | **Organisational Chart** |

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| **1** | **Communication and Relationship Skills**  **Provide and receive highly complex, sensitive or contentious information; significant barriers to acceptance; hostile, antagonistic or highly emotive atmosphere.** *Receives, interprets and provides epidemiological and statistical information and advice, to NHS, Local Authorities, Voluntary Organisations and members of the public, which may be contentious and generate negative or hostile responses that require sensitive and skilled handling.*  **Level 6**  Have excellent negotiation, persuasion, motivational and reassurance skills and will use these to the highest level when working both internally and externally with senior clinicians, the public, media, voluntary organisations and the Scottish Government, conveying highly contentious information e.g. when facilitating closure or move of services or significant change in services.  They will give formal presentations to large groups such as the NHSG Board, the public and in other forums as required ensuring that differing audiences receive the same clear message even when content is highly complex, highly sensitive or highly contentious e.g. changing the culture with staff and public in the use of NHS Services for example shifting the balance of care from acute to community.  The post holder will communicate on occasions when there will be major barriers to understanding or within an antagonistic atmosphere such as service redesign that includes reducing services and or changing how these are delivered, which might include across the North of Scotland region. The highest level of persuasive skills will be required to ensure minimum adverse exposure. Display strong facilitation, negotiation and influencing skills and have the ability to gain trust and credibility within limited timescales. This is essential for working in hostile environments, involving both staff and the public, when delivering delicate and contentious messages, for example the closure of a service or buildings, or in redesigning pathways of care across organisations for example with the Scottish Ambulance Service.  Perform a key role in significant service reconfiguration. This activity requires the post holder to synthesize and evaluate information from a wide variety of internal and external sources and ensure that appropriate linkages are made to ensure consistency across the system in Grampian. This includes reviewing other systems to investigate how re-design has been progressed and from this work agree how initiatives will be developed locally. To do this the post holder receives, interprets and provides epidemiological and statistical information and advice which may be contentious and generate negative or hostile responses. Therefore they require developed skills to provide sensitive and skilled handling in their communication.  Communicate and provide a visible and credible leadership in the effective positioning of the secondary care within a complex Health and Social Care economy, developing constructive and "value adding" relationships with our partnership stakeholder organisations. Promote and develop effective communication and collaborative working by establishing strong partnership relationships with users of service, service providers, primary care, acute care, mental health, local authorities, Third Sector agencies and families, Scottish Government and members of the public. |

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| **2** | Knowledge, Training and Experience **Advanced theoretical and practical knowledge.** *Public health skills and knowledge to Faculty of Public Health accredited level acquired through degree plus extended specialist training to Faculty membership and fellowship lev*el  **Level 8**    Degree or demonstrable equivalent experience with evidence of master’s level and further education plus experience required over a wide range of differing areas in senior management positions in a large and complex organisation which has developed a range of depth of knowledge required to fulfil the complexities of the role.    Professional knowledge acquired through degree, supplemented by specialist training to doctorate or equivalent level, management qualification or equivalent experience.    Knowledge of managing large public sector budgets and understanding different funding streams.    A proven track record of developing, interpreting and implementing strategy at a senior level.    Will have In-depth professional knowledge over a number of disciplines acquired through training and experience over extended period leading to significant experience gained in areas such as change management of significant change programmes e.g. financial management of large budgets, and complex staff management including disciplinary hearings where the outcome might be dismissal.  Must have extensive knowledge of local and national NHS systems through senior management positions in a large and complex organisation as well as an understanding of partner organisations such as Local Authorities, third and independent sectors. Ability to work with and relate to multi-disciplinary and multi-agency teams, demonstrating understanding and empathy whilst striving to deliver quality services in a financially challenging environment. The ability to develop and maintain effective, positive relationships with key partners and partner organisations, providing a positive role model for partnership working within NHS Grampian.  Ability to lead, develop and motivate a senior team through periods of continual change. Comprehensive practical and theoretical understanding of service redesign and the impact this has in the NHS on individuals, teams, services and service users.  Will have a good understanding of, and work across a range of clinical disciplines in both acute and community settings and have a proven track record of developing, interpreting and implementing strategy at a senior level.  Requires highly developed interpersonal skills which ensure effective communication with clinicians, non-clinicians, managers, public and partners. Excellent presentational and written communication skills which require to be adapted for various audiences’ e.g. public, frontline staff, partners, Grampian NHS Board and Scottish Government.  Requires extensive experience of :   * + developing strategies, business cases and plans   + leading and implementing service redesign, project management and service improvement plans across complex clinical systems, within and out with areas of Grampian NHS Board accountability e.g. other NHS Boards, SAS, local authorities etc.   + successfully managing priorities and plans set locally and nationally within complex systems   + effective and large scale public engagement and public involvement   Highly organisationally and politically aware and capable of using personal judgement effectively e.g. prioritising or advising on the prioritisation of significant programmes of work across numerous departments and service redesign.  Systematic and organised approach to difficult problems/situations and handling complex, and often conflicting, agendas. Problem solving, identifying new ways of working and team building are key features of this post. |
| **3** | Analytical and Judgemental Skills **Highly complex facts or situations requiring analysis, interpretation, comparison of a range of options.** *Analyses and evaluates both quantitative and qualitative data and research evidence from a range of sources and makes recommendations to inform decision-making which has long-term impact.*  **Level 5**  The post holder is engaged in highly complex decision-making processes around service planning solutions. They are often required to analyse and make judgement where there is no clinical, professional or political consensus – this is achieved through high level facilitation and consensus building skills e.g. when planning for multifactorial surge where there are a number of conflicting factors to be considered and no definitive right answer or when facilitating multiagency workshops to reduce ambulance stacking in a highly emotive environment leading the group to consensus recommendations for implementation. These discussions are often system wide with the senior management teams at Director level through to frontline staff both within NHSG and partner organisations. When consensus is not achieved the post holder makes decisions and communicates the actions with relevant stakeholders through appropriate governance structures such as the Whole System Decision Making Group, CET or USCPB.  Both quantitative and qualitative data and research evidence are used to inform decision making which has long term impact, for example pathway or service development across the system. This often involves highly complex facts that come from multiple sources and requires interpretation and comparison, where judgement is needed.  Be required to routinely lead the development of business cases for submission to local and national decision-making forums. This process usually involves highly complex optional appraisal processes to analyse and interpret data relating to a range of options. This involves staff of all disciplines, members of the public and partner agencies e.g. in relation to the continuation of a service, implementation of national or North of Scotland policy on a Grampian basis, major service reviews on a Grampian basis. |
| **4** | **Planning and Organisational Skills**  **Formulate long-term, strategic plans, involving uncertainty, may impact across whole organisation.** *Leads on the development and delivery of both short- and long-term strategic plans designed to meet local needs and implement government policy, working across organisational boundaries and within a complex and changing strategic environment.*  **Level 5**  The post holder will take a lead at a Portfolio level in the development of long-term transformation and strategic planning, involving uncertainty, impacting across the whole system for example Winter Planning.  The post holder will be responsible for ensuring Portfolio Delivery plans are in line with NHS Grampians strategic and corporate objectives, bearing in mind the local and national agendas.  Will develop and lead implementation of long term strategic (3+ years) and annual plans. These plans are across the Portfolio, involve pathways across primary and secondary care and will link in with Grampian wide and national and regional planning directives. This work can involve uncertainty. The post holder utilises their expert advice across the full range of complex strategic and operational challenges to provide a framework for achieving objectives. This is undertaken against objectives, contracts, and targets, and deliver best practice solutions to meet the changing needs of the Portfolios and wider system.  To receive, interpret and utilise highly complex information to ensure the effective management of resources and that National and Local standards and targets are met.  Promote a culture of effective management of implementation of service improvement plans, together with empowering the development of innovative schemes/cases for investment and disinvestment; and business diversification in pursuance of the Portfolio and system priorities.  Routinely lead the development of business case for submission to local and national decision-making forums. This process usually involves complex optional appraisal processes. |
| **5** | **Physical Skills**  **Physical skills obtained through practice.** *Standard keyboard skills, driving skills.*  **Level 2**  Requires a high level of IT competency, use of PC, Microsoft Office Packages, as well as a standard driving licence. |
| **6** | **Responsibilities for Patient/Client Care**  **Provides highly specialised advice concerning care**. *Advises on the development of clinical and social care pathways. Advises on Public Health initiatives.*  **Level 6c**  The post holder will provide leadership and highly specialised advice concerning the development of clinical and social care pathways.  Patient and public involvement is part of service redesign and the post holder will participate in these forums, for example the Public Engagement Groups.  The post holder will typically lead service reviews, the outcomes of which directly affect patient/client care e.g. Reviewing Clinical Services, Environmental audits, HAI standards, workforce – and are required to consider these issues in the round, requiring complex analysis and synthesis.  Central to the portfolio service planning process will be the involvement of patient representatives. As senior manager in the portfolio the post holder will have incidental contact with patients and the public in meetings. They holder will liaise with Corporate Communications to lead on the development and implementation of communication strategies with the public and patients, for example around waiting times and reasonable offers of care. |
| **7** | **Responsibilities for Policy and Service Development Implementation**  **Responsible for policy implementation and development for directorate or equivalent.** *Leads on the development and implementation of action plans to meet specified public health and health service targets, ensuring these follow national NHS & DH guidance. Works with other NHS and external bodies to develop policies and services.*  **Level 5**  The post holder will take lead responsibility in ensuring the Portfolio interface between for example Health and Social Care Partnerships, Managed Care Networks and other specialty groupings planning with corporate strategic planning. This involves multi-agency policy development with external partners e.g. Local Authority, Police, third sector.    Responsible for developing policies and implementation within the Portfolio, required to contribute to lead the development of NHSG policy as required, lead service developments across the Portfolio.    The post holder will work with the MUSC SLT in providing strong, clear visionary leadership through team working to ensure effective operational management and delivery of the service.  To be a full member of the MUSC SLT and participate in key corporate decision-making.  They will also lead a range of service development initiatives including from single service to whole system development initiatives. This will include development and implementation of complex whole system action plans through facilitation of multi-agency stakeholder events i.e. Winter Planning.  When required, will represent NHSG on national groups and contribute to the development of strategy at a national level. To be a full member of the Senior Portfolio Management Team and participate in key corporate decision-making.  Will comply with various external and corporate policies e.g. major service change. |
| **8** | Responsibilities for Financial and Physical Resources **Authorised Signatory; Monitor budgets or financial initiatives; Hold delegated budget /Budget holder for department /service.** *Authorises payments from budget; monitors payments on service /project; Holds delegated budgets for specified services or projects /Budget holder for service / major project.*  **Level 4**    The post holder will be responsible for the budget and financial balance within MUSC and will be accountable for the effective use of resources and developing action plans to manage any adverse variances on behalf of the PEL.    Accountable for ensuring that the Portfolio meets its financial targets and can meet its own corporate financial obligations by developing and sustaining an organised structure and culture that devolves operational budgetary responsibility whilst achieving cost efficiency targets.    Agree and set budget for the department’s activity between the Portfolio and corporate finance directorate ensuring efficiency targets are met.  Will manage both long term funding plans as well as reporting of in year budget allocation.  Work together with the Senior Finance Manager, Portfolio Management teams and Clinical Directors and wider system teams to develop plans to deliver Cost Improvement Programmes and Financial Recovery (where necessary).  Ensure the existence of satisfactory audit trails and evidence to demonstrate the effective and efficient use of resources. |
| **9** | **Responsibilities for Human Resources**  **Day to day management/Line manager for a single function or department; Teach, devise training and development programmes, major job responsibility.** *Day to day management of public health staff including recruitment, appraisal, discipline/ line manager responsible for selection decisions, staff performance & career development; designs and delivers aspects of core training for PH specialist registrars and Specialist Trainees*  **Level 4a**  Line manage staff reporting directly to them. This includes substantive and project specific staff and responsibility for recruitment and selection, interviewing, appointment, appraisal, management of sickness absence and management of performance issues, including matters of disciplinary and grievance etc.  The post holder will also be responsible for developing, delivering and imparting specialist training and information at least weekly to a variety of staff, partners e.g. including health and social care partnerships and the public on Portfolio priorities, challenges, programmes and various other projects, adapting style and materials to suit the target audience. Examples include programme updates and overview of specific programmes, such as information for the Chief Executive Team or Programme Boards on progress with local implementation of national programmes. This will include input into and oversight of training materials to effectively deliver the priorities within the programmes. |
| **10** | Responsibilities for Information Resources **Adapt, design information systems to meet specifications of others; Responsible for the operation of one or more information systems for department/ service, major job responsibility.** *Designs information systems for service/project; oversees, monitors, and regularly reviews at least one local system for collecting and processing public health data (e.g. smoking cessation database).*  **Level 4a**  The post holder will design and adapt information systems e.g. Develop specification to monitor system performance and specific programme performance. For example designing intelligence dashboards.  Information systems are required for each project and usually require bespoke design and implementation, on occasion adapting existing systems from previous projects. The post holder is responsible for their design, implementation, monitoring and review of system and data. This is a major job responsibility as it enables the post holder to assess the success of projects and amend plans as required.  Retrieval of official approved documents to meet the Portfolio Executive Leads specification by designing a new electronic system of file storage, process, and key word identification for linkages and retrieval.  To provide assurance agreed actions, relating to information governance, are complete where Executive Director level approval has been given to proceed with a project subject to completion of actions within a reasonable timeframe such as projects with information governance implications.  The post holder will regularly produce various reports and documents at organisational and Portfolio level. They also take a lead role in the development of performance reporting systems at Sector level as well as supporting corporate level performance management processes from sector level.  The post holder will routinely update, coordinate the collection and benchmark data for the purposes of service modelling e.g. identifying future bed requirements within service or population parameters. The post holder has the responsibility of ensure such information is accurate and up to date prior to discussing in the public domain. |
| **11** | **Responsibilities for Research and Development**  **Regularly undertake R&D activity/ as major job requirement /Co-ordinate, implement R&D activity as job requirement.** *Undertakes research projects / major research projects taking up significant amounts of time/ Commissions, develops, and may be responsible for, R&D activity.*  **Level 2**  The post holder will undertake regular research activity on a day to day basis in order to generate information internally and externally to the Sector. They will also generate raw data, design and develop questionnaires and other survey methods (Interviews, etc.) to inform planning. They will also take a lead role in supporting data collection processes.  The post holder commissions, delegates and co-ordinate research projects to support planning.  The post holder designs and conducts a number of audits e.g. Business Impact Analysis. |
| **12** | **Freedom to Act**  **General policies, need to establish interpretation.** *Provides strategic leadership in specified areas and is required to interpret Government policy and/or guidance. Initiates appropriate action to ensure implementation at local level*  **Level 5**  Operates independently, manages department, and interprets organisational policies e.g Safe Transfer of Care, Standing Financial Instructions as they relate to the Unscheduled Programme Board.  The post holder will have the autonomy within the Portfolio to interpret national, regional and local health service policy to ensure service redesigns are safe, compliant and consistent with evidence base or introduction of a new national service locally to reduce waiting times such as De-designation of Services, National Workforce Planning.  On behalf of the Portfolio, the post holder will take lead/contribute to regional and national project groups. This will require interpretation, knowledge and understanding of broad clinical/professional/ administrative/technical/scientific policies, so can advise the organisation on how these should be interpreted e.g. consultant, professional and managerial roles.  The post holder will be required to deputise for the MUSC Portfolio Executive Lead. |
| **13** | Physical effort **Combination of sitting, standing, walking.** Office environment with requirement to attend meetings.  **Level 1**  Long periods of sitting whilst undertaking keyboard work daily.  Frequent requirement to walk to other parts of Foresterhill Health Campus which can be more than 1 kilometre at a time.  This role will form part of the ARI Site manager on call rota |
| **14** | Mental effort **Occasional intense concentration.** *Periods of intense concentration are required, for example when speaking at public meetings, being interviewed by the press over contentious issues.*  **Level 4b**  The post holder requires to utilise occasional intense concentration in order to manage a wide range of complex health and social care issues across partner organisations, local, regional and national boundaries. Examples of intense concentration includes speaking at cross system meetings to provide facilitation for complex and contentious discussions where no obvious solution to an issue is identifiable. This occurs numerous times each week usually for at least an hour each time.  As on call manager for site, regular interruptions requiring immediate response from clinical, operational, internal and external sources, often working long days, being interrupted through the night and at weekends  The post holder will experience frequent interruptions to work as the post combines pressing operational demands resulting from service redesign as well as strategic and service planning duties, which will require the post holder to continually reprioritise their workload on a daily basis. As the nature of work is unpredictable, the post holder must have the ability to flexible and adaptable to deal with urgent requests or interruptions from members of the Portfolio Leadership Team or CET to respond to urgent requests from SGHD, or NHSG Board, other senior staff, including clinicians and the line manager.  This requires on a frequent basis prolonged concentration to manage the inputs from a wide range of clinical and professional stakeholders on a daily basis. Example of this include frequent production of detailed and complex programme documentation and progress reports, such as Unscheduled Care Programme or design and delivery of cross system workshops with senior management teams across the system and external stakeholders such as the Scottish Ambulance Service such as that in designing whole system flow hub.  Will use extremely high levels of concentration when presenting contentious reports to NHS Grampian committees such as the Weekly Decision Making Group.  A frequent level of concentration required to manage depth and breadth of Sector strategic activity at local, regional and national levels. |
| **15** | **Emotional effort**  **Occasional /frequent exposure to distressing or emotional circumstances.** *Deals with staff performance and disciplinary issues and the public in either open meetings (e.g. concerning controversial service developments) or on a one-one basis (e.g. over treatment requests that have been refused).*  **Level 3**  The post holder will frequently have to address and manage complex staffing issues e.g. ill health, capability and conduct including dismissal.  The post holder will be involved in negotiating and influencing service issues.  Dealing with highly emotional circumstances such as patient adverse event reviews, complaints, meeting patients/families who are extremely anxious and distressed.  Dealing with highly emotional circumstances such as staff who experience adverse events, adverse working conditions during periods of intense, sustained pressure, who may be extremely anxious and distressed.  In role of Site Manager, responding to Civil Contingency Incidents, such as Major Incidents, Mass Casualty, VIP Response, Highly Consequential Infectious Disease, etc.  Dealing with emotional circumstances such as service redesign with staff, patients and public who may be anxious and distressed. |
| **16** | Working conditions **Exposure to unpleasant conditions is rare.** *Office conditions*  It is suggested this factor is a variation at level 2e  **Level 2e**  Working on the computer/VDU most of every day.  At times exposed to unpleasant working conditions e.g. unsuitable meeting rooms. |

**NHS GRAMPIAN**

**PERSON SPECIFICATION**

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| The Person Specification should meet the demands of the job and comply with current legislation. Setting unnecessary standards may, for example, unfairly discriminate against one sex, the disabled or minority racial groups. Applicants should be assessed in relation to their ability to meet the real requirements of the job as laid down in the job description. Shortlisted candidates **MUST** possess all the essential components as detailed below. |

**POST / GRADE** : Strategic Interface Lead (8D)

**LOCATION / HOSPITALS** : ARI

**WARD / DEPARTMENT** :­­­­ Medical & Unscheduled Care Portfolio

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| **ATTRIBUTES** | **ESSENTIAL** | **DESIRABLE** |
| Qualifications | Degree or demonstrable equivalent experience with evidence of master’s level experience required over a wide range of differing areas in senior management positions in a large and complex healthcare organisation which has developed a range of depth of knowledge required to fulfil the complexities of the role. | Professional knowledge supplemented by specialist training to doctorate or equivalent level, management qualification or equivalent experience. |
| **Experience** | Experience of managing large public sector budgets and understanding different funding streams.    A proven track record of developing, interpreting and implementing strategy at a senior level.  Experience of leading, developing and motivating all levels of staff through periods of change. | Experience within Medicine & Unscheduled care within an acute environment |
| Experience | Will have In-depth professional experience over a number of disciplines acquired through training and experience over extended period leading to significant experience gained in areas such as change management of significant change programmes e.g. financial management of large budgets, and complex staff management including disciplinary hearings where the outcome might be dismissal.  Experience of delivering performance measures at a senior level  Requires extensive experience of :   * + developing strategies, business cases and plans   + leading and implementing service redesign, project management and service improvement plans across complex clinical systems, within and out with areas of Grampian NHS Board accountability e.g. other NHS Boards, SAS, local authorities etc. | Experience of developing, delivering and managing performance frameworks. |
| **Special Aptitudes / Abilities** | Highly organisationally aware and capable of using personal judgement effectively e.g. prioritising or advising on the prioritisation of significant programmes of work across numerous departments and service redesign  Excellent presentational and written communication skills which require to be adapted for various audiences’ e.g. public, frontline staff, partners, Grampian NHS Board and Scottish Government.  Excellent communication and people management skills.  Ability to flex leadership and management style.  Clear understanding of performance matrix within a complex health environment.  Strong financial acumen | Requires highly developed interpersonal skills which ensure effective communication with clinicians, non-clinicians, managers, public and partners. |
| **Disposition** | Ability to influence, negotiate and lead  Approachable |  |
| **Physical Requirements** | Frequent requirement to walk to other parts of Foresterhill Health Campus which can be more than 1 kilometre at a time. |  |
| **Particular Requirements of the Post** | Will have a good understanding of, and have worked across a range of clinical disciplines in both acute and community settings and have a proven track record of developing, interpreting and implementing strategy at a senior level.  Team player  Strong leadership style | Evidence of continuous professional development |

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| **MAJOR RISKS IN DOING THIS JOB** |
| Please indicate the major risks the job holder could face in doing this job e.g. lifting patients/objects, working with hazardous substances, dealing with violence and aggression..  *If there are no major risks for the job holder please tick this box* |