

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



Director for Acute Services

Candidate Information Pack



Pack contents

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

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Message from our Chief Executive

Thank you for the interest you have shown in the Director for Acute Services post within NHS Ayrshire & Arran, I hope the information within this pack will encourage you to apply.

As with other health and social care providers, we are delivering our services in challenging times. Demographic changes, increasing demand and wider socio-economic factors all impact on service delivery however delivering high quality, safe, person-centred care to every person every time remains our key organisational aim.

Whilst meeting local and national performance delivery targets for elective and emergency care is an imperative aspect of the role we are also looking for an individual who has the drive, and vision, to lead and deliver innovation and transformational change within Acute Services to ensure we continue to provide safe and sustainable services.

Essential to success in the role is the ability to build strong and effective collaborative relationships. Within the Acute Directorate the post holder will support the ongoing development of our triumvirate management model in partnership with clinical colleagues. On an organisational basis the post holder will work with our three Health & Social Care Partnerships to deliver whole system health and care reform in keeping with our strategic vision of 'Caring for Ayrshire' ensuring we deliver the best possible care for patients, now and in the future, providing seamless and appropriate care across and between settings.

This is an exciting opportunity for an exceptional leader who as well as having the professional skills to deliver operational business, whilst motivating their team to succeed, also has strategic vision and the drive to make meaningful changes to how we fundamentally deliver our services.

I am sure that you will have many questions and I would be delighted to hear from you. For an informal discussion with me about the role I can be contacted on 01292 513648 or alternatively via email at claire.burden@aapct.scot.nhs.uk

Finally if you haven't done so already I would encourage you to look at the NHS Ayrshire & Arran website which provides usual detail on the organisation:
<http://www.nhsaaa.net>

Kind regards



Claire Burden
Chief Executive, NHS Ayrshire & Arran

Director for Acute Services - NHS Ayrshire and Arran
Executive and Senior Manager Grade E (under review)
Salary Range £91,926 - £118,361 per annum

Acute Services is delivered from two general hospitals, University Hospital Crosshouse(UHC) in Kilmarnock and University Hospital Ayr (UHA), with both providing elective and emergency services, with paediatric and maternity services being based at the UHC. These acute hospital sites provide services to a population of approximately 370,000.

Reporting to the Chief Executive the Director for Acute Services is responsible for a workforce of circa 4,700 staff and an annual budget of approximately £430 million. We are looking for a highly motivated, innovative, and enthusiastic individual to lead, and drive forward the future of Acute Services within NHS Ayrshire & Arran. You will be accountable for the delivery of safe, effective, patient centred services and deliver Scottish Government priorities and targets in relation to elective and emergency care. You will be responsible for ensuring efficient and effective delivery of acute services in accordance with the Annual Delivery Plan (ADP). As a member of the Corporate Management Team the Director for Acute Services will play a key role in contributing to the strategic direction of the provision of health and care services across Ayrshire. You will lead and embed an inclusive operational culture, at all levels of the Acute Service structure, and enable clinical led reform by engaging and enabling service reform through the triumvirate leadership teams. The post holder will work collaboratively with the three Health & Social Care Partnerships to deliver our organisational aim of high quality, safe, person-centred care to every person every time ensuring our health and care models are as effective as they can be now and in the future.

The Director for Acute Services will exercise the highest levels of financial leadership and lead the financial recovery programme for Acute services ensuring best value and efficiency in our deployment of resources.

There are exciting opportunities for the post holder to lead and drive significant transformation change across Acute Services and we are looking for an individual who has the vision and strategic insight to identify, lead and deliver opportunities for service improvement.

For this post, we need someone of considerable operational and strategic experience who has strong credentials as a leader and significant experience of operating a senior manager / director level within a large and complex organisation. You will have proven skills of people, performance and financial management and leadership skills in creating a culture and environment where teams are enabled and empowered to work together.

Ayrshire is a great location to live and work, offering an excellent quality of life, with 80 miles of unspoilt coastline, beautiful rural countryside, over 40 golf courses and excellent sports and recreational facilities, while being within a 30 minute drive to Glasgow city centre.

We would welcome confidential informal discussions - to arrange a suitable date/call, please contact the Chief Executive's office on 01292-513602, or by e-mail at claire.burden@aapct.scot.nhs.uk

Closing date for applications: 6th May 2024
Selection process: 29th and 30th May 2024

Living in Ayrshire



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

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

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

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

Further information about Ayrshire is available on the VisitScotland website:

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

Local educational standards are very high at primary and secondary level. However, private education is also available in the area. See the links below for more information on local authority services:

www.east-ayrshire.gov.uk

www.north-ayrshire.gov.uk

www.south-ayrshire.gov.uk



About NHS Ayrshire & Arran

NHS Ayrshire & Arran is one of 14 territorial NHS Boards within NHSScotland. Ayrshire & Arran NHS Board is responsible for the protection and improvement of the local population's health and for the delivery of frontline healthcare services. NHS Ayrshire & Arran has a Revenue budget of approximately £900 million and employs approximately 9,071 whole time equivalent / 11,145 headcount substantive staff.

NHS Ayrshire & Arran serves a mixed rural and urban population of approximately 370,000. We have a full range of primary and secondary clinical services, covering the mainland of Ayrshire and the islands of Arran and Cumbrae, as illustrated below. NHS Ayrshire & Arran covers three local authority areas: East, North and South Ayrshire. There are major areas of widespread deprivation and social exclusion in both rural and urban areas.



Our frontline services are provided from four operational divisions:

Acute Services

Emergency and elective hospital services which includes inpatient, outpatient and day case care. There are two district general hospitals within Ayrshire with approximately 950 inpatient beds in total: University Hospital Ayr and University Hospital Crosshouse. These hospitals provide a wide range of acute surgical, medical and diagnostic services, and University Hospital Crosshouse provides inpatient maternity and paediatric services for Ayrshire.

Health & Social Care Partnerships

Following the introduction of Health and Social Integration, the operational delivery for the range of community healthcare services and mental health and learning disabilities services is through the three Partnerships in Ayrshire which are co-terminous with our local authorities. NHS Ayrshire & Arran works collaboratively with the three Integration Joint Boards, in North, South and East Ayrshire, and three Ayrshire Councils to plan and deliver services. Our joint working arrangements are comprehensive with Children's services, Adults, Older people and Justice services all encompassed within our model of integration.

Ayrshire & Arran NHS Board

Ayrshire & Arran NHS Board's overall purpose is to ensure the efficient, effective and accountable governance of the organisation and to provide strategic leadership and direction focussed on improving health and care outcomes for the citizens of Ayrshire.

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

The NHS Board of Directors consists of the Chair, Executive and Non-Executive Directors and is accountable to the Cabinet Secretary for Health and Wellbeing and the Scottish Government. Non-executive Directors are publicly appointed by Scottish Ministers.

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

Non-executive Directors:

Lesley Bowie,	Board Chair
Sheila Cowan,	Board Vice Chair
Jean Ford,	Non-Executive Board Member
Marc Mazzucco,	Non-Executive Board Member
Linda Semple,	Non-Executive Board Member
Sukhomoy Das,	Non-Executive Board Member
Joyce White,	Non-Executive Board Member
Neil McAleese,	Non-Executive Board Member
William Gallacher	Non-Executive Board Member
Ewing Hope,	Employee Director
Tom Hopkins,	Chair, Area Clinical Forum
Lee Lyons,	South Ayrshire Council
Marie Burns,	North Ayrshire Council
Douglas Reid,	East Ayrshire Council

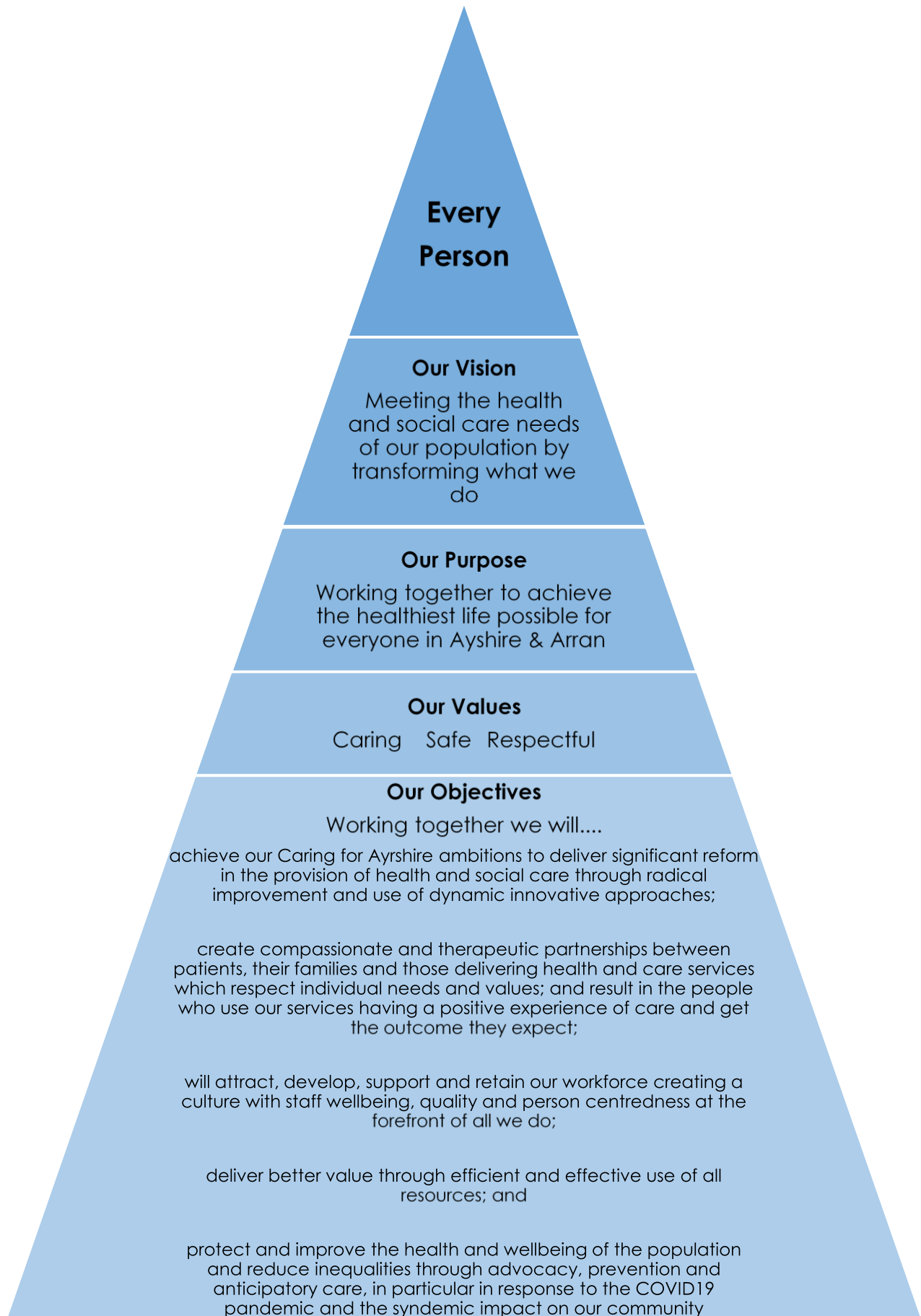
Executive Directors - Board members:

Claire Burden,	Chief Executive
Jenny Wilson,	Nurse Director
Crawford McGuffie,	Medical Director
Derek Lindsay,	Finance Director

Directors - Non-Board members:

Kirstin Dickson,	Director of Transformation and Sustainability
Vacant,	Director of Acute Services
Sarah Leslie,	HR Director
Roisin Kavanagh,	Director of Pharmacy
Alistair Reid,	Director of Allied Health Professions
Lynne McNiven,	Director of Public Health
Nicola Graham,	Director of Infrastructure and Support Services
Tim Eltringham,	Director of Health & Social Care, South Ayrshire
Craig McArthur,	Director of Health & Social Care, East Ayrshire
Caroline Cameron,	Director of Health & Social Care, North Ayrshire

Our vision, purpose, values and objectives



Our strategic intent

At NHS Ayrshire & Arran we are passionate about delivering excellent, sustainable health and care services that enable our citizens to live the healthiest lives possible at home for longer.

It is increasingly clear for all health and care systems that the ways we have been doing things in the past no longer work. Our demographic has changed and continues to change rapidly. The context we operate in has changed, both locally and globally. Health and social care integration requires our systems to come together and work together in entirely new ways to those of the past, so that we can serve our citizens in the ways we believe are right. And like all health and care systems, we face significant challenges in many aspects of our work as we tackle these challenges – challenges that are multifaceted, complex and deep.

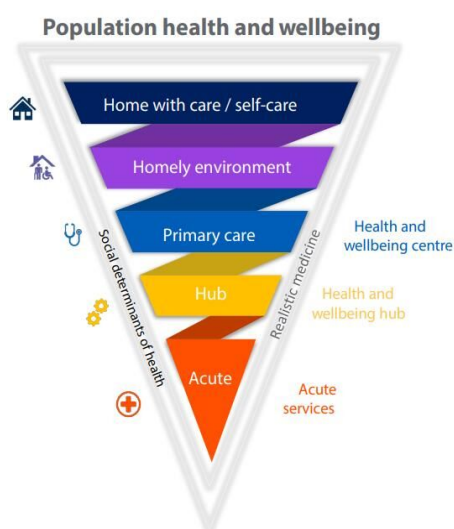
There is no point doing more of the same and expecting something new to happen, or expecting ourselves to deliver excellence using systems that no longer work. To deliver on our vision we need to do something different.

To deliver excellence we have to be excellent - in what we do, how we do it, how we behave, and how we stay focused on what really matters. We are committed to creating an organisation in which our leaders and teams can develop, thrive, make a difference and do their best work. We want excellence to be seen and felt everywhere no matter our role, no matter the inevitable ups and downs of organisational life, and no matter whether someone is internal or external to our health and care system.

Our commitment as a health and care system is expressed in our 10-year vision and strategy **Caring for Ayrshire** and we are committed to:

- Finding ways to invest all the resources at our disposal – people, money, time, energy, buildings and so on – in ways that create the most from what we have, and enable our vision for our staff and citizens to become a reality. Balancing the four pillars of service, people, quality and finance is mission critical to our success;
- Developing a strong 21st century leadership culture, in which our leaders are confident to flex between leading the innovation needed to reform our services, and delivering assurance and operational grip; and
- Creating a psychologically safe workplace environment that enables our teams to develop and flourish, build strong relationships grounded in our values of 'caring, safe and respectful', and makes the most of their assets, skills and experience to do their best work.

Our strategic vision – Caring for Ayrshire



The Caring for Ayrshire model acknowledges that how we currently provide health and care services in Ayrshire and Arran needs to change.

People are living longer and healthier lives. As more of us are living longer, the number of people needing care is increasing. It is vital that our health and care services evolve, to make sure we can look after more people in better, more flexible, person-centred and sustainable ways, while still providing the best quality care.

By tackling a whole system redesign we can lead the way and explore exciting and innovative ways to deliver accessible, safe and effective health and care services that are fit for the future and make best use of the significant talents and skills of our committed health and

care staff and improve the long-term health and wellbeing for our communities. The Caring for Ayrshire transformative change programme is part of a national requirement to review health and care services. It looks at all aspects of health and care from birth, to end of life, and puts the person right at the centre of care.

The proposed model takes into account the fact that 90 per cent of all health and care contacts in Ayrshire and Arran currently take place within a community setting. We will look to strengthen that local care and aim to deliver care as close to home (or homely setting) as possible, whilst also ensuring access to specialist care. We will work in partnership with our communities to support improved health and wellbeing and provide the people of Ayrshire with the right care, in the right place, at the right time.

Caring for Ayrshire will build on our effective partnership working across our communities to help make the most of our services and assets and to enable people to take more control of their own wellbeing. It incorporates care delivered within people's own homes; homely environment; primary care; health and wellbeing hubs; and acute services.

The model aims to make full use of digital solutions that can better support self-care and continued care at home, where previously this may not have been possible and will look to boost local resources through better linked-up, partnership working with third sector, voluntary and independent organisations. The vision is in line with the current development of multidisciplinary teams within GP practices who are providing better local access to pharmacists, physiotherapists, community link workers and mental health workers.

Where geography allows, stronger networks of support between groups of GP practices will be built to allow for care, such as clinics or investigations that would have traditionally been provided in hospital, to be provided closer to home. Creating roles where staff work both within a hospital and the community will also help to provide local care that is more joined up than before.

Acute hospital care will deliver emergency and planned care that focusses on specialist, complex and high risk care. It will provide 24-hour consultant led medical services, ensuring that a wide range of services are available to the local population.

Delivering the vision – Quality and Reform

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

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

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

We have an ambitious vision that is supported at every level of the organisation where we will enable everyone in Ayrshire and Arran to improve the quality and experience of care for our communities. This vision will be realised through a coordinated and prioritised programme of interventions aimed at improving the experience of care, the health of the population, reducing the per capita cost of health care and improving staff experience.

Daring To Succeed: Delivering Excellence Through Reform

We recognised that in order to deliver our strategic vision and our commitment to the citizens of Ayrshire and Arran, we need to find ways not only to meet our challenges, but to reach beyond them and create something different that will enable us to deliver success, and to grow and thrive into the future.

For this reason we have embarked on a pioneering, ambitious and visionary programme of reform in order to deliver high quality, safe, person-centred care to every person every time from sustainable services. This is enabling us to empower and draw on the diversity, energy and experience available at all levels throughout our health and care system, so that we can problem-solve complex challenges and co-design and deliver innovation. We are achieving this through radical changes in how we organise ourselves, and we believe that this is putting the right foundations in place for our ambition and commitments to become a reality

The power we have to transform our organisation and our services is inestimable. As leaders, every one of us plays a vital role in taking our work forward, and keeping our focus on what really matters. Everything we do, whether big or small, makes a difference.

Job description

1. JOB IDENTIFICATION

Job Title: Director of Acute Services

Responsible to: Chief Executive

Base/Location: Eglinton House, Ailsa Hospital

Operating Division: Acute Services

Job Reference:

No of Job Holders: 1

Last Update: February 2024

2. JOB PURPOSE

This is a key senior post within the Acute Services Triumvirate and a member of the Corporate Management Team of NHS Ayrshire & Arran. The post holder will lead, collaborate and provide assurance on the performance of Acute Services against our four pillars of service, quality, people and finance. The post holder will lead NHS Ayrshire in the delivery of the Annual Delivery Plan and Recovery targets ensuring performance is on trajectory in line with Scottish Government performance targets. The post holder will have a position of influence to ensure continuous improvement throughout the delivery of acute care services, working as a lead partner of whole system planning and service delivery across the health and care system. The Director will hold and share corporate responsibility, with CMT Directors, for the delivery of the Board's objectives. The postholder will ensure the delivery of high quality, person centered healthcare in acute services and lead the development of the Acute Operational strategy, ensuring alignment with the Acute Clinical strategy and the NHS Ayrshire Arran's 'Caring for Ayrshire' strategy. The main elements of the role are:

- To lead and ensure the delivery high quality, responsive, safe, effective and person centred care to the population of Ayrshire and Arran;
- To lead and ensure the delivery of the Acute Annual Development Plan objectives through creating a performance management and supportive improvement system and culture across Acute Services;
- To develop and implement the Acute Triumvirate model providing direction, support and direction to Triumvirate teams creating an operational climate fit for continuous improvement;
- To provide strategic direction and leadership in the planning, management and delivery of all clinical and non clinical services within the Acute Directorate;
- To lead and directly sponsor transformational change to ensure sustainable, effective services are delivered;
- To ensure the oversight and delivery of the highest standards of governance are upheld and that clear and auditable arrangements are in place;
- To lead, with the support of the Deputy Director of Nursing (Acute) and Deputy Medical Director (Acute), the scrutiny of assurance outcomes at each level within Acute Services

including clinical and care governance, performance and quality, finance and staff governance;

- To work with the Health and Social Care Chief Officers and named Directors to ensure a whole system approach to planning for acute services which includes delivering the Unscheduled Care Target across the acute sites;
- To deliver on the strategic and operational plans within the Access Programme including the delivery of cancer targets, diagnostic targets and planned care for inpatients and outpatients;
- Provide Acute Care service leadership into the review of the IJB partnership agreement ensuring the best fit of Acute Care with Health and Social Care Partnerships;
- Work directly with the Centre for Sustainable Delivery to improve efficiency and effectiveness across the Acute Service programme of work ensuring good practice is, evidenced, shared and implemented where and when appropriate;
- To participate in the Board's Corporate Management Team (CMT) and the Strategic Planning Operational Group (SPOG);
- To participate in Regional and National working as required;
- To provide effective leadership and guidance, both engaging and acting as a role model for our staff and stakeholders to ensure that they are embedded in everything we do. This includes leading on work to value diversity and improve staff experience, health and wellbeing.

3. DIMENSIONS

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

NHS Ayrshire & Arran has well-established strong and effective integrated working across the health and care system. NHS Ayrshire & Arran works collaboratively with the three Integration Joint Boards, and three Ayrshire Councils to plan and deliver services that promote wellbeing in our local communities and provide easy access to high quality services for people who require them.

Acute services provide Emergency and Elective care across two district general hospitals within Ayrshire: University Hospital Ayr and University Hospital Crosshouse. These hospitals provide a wide range of acute service which includes inpatient, outpatient and day case care.

There are 3 Integrated Joint Boards (Health and Social Care), covering the Council areas, who are responsible for planning for services for their area. The contractual partnership agreement in place is reviewed every five years to ensure the best alignment and fit of community care with Acute Care Services.

4. ACUTE DIRECTORATE

Budget

NHS Ayrshire and Arran has a total budget of £1.1billion. With an Acute Service Budget of circa £420m (2023)

The budget for Acute Services is £420million

Staffing

Total staffing for NHS Ayrshire and Arran is approximately 9,272.

Total staffing for Acute Services is approximately 4,700.

Bed Numbers

University Hospital Crosshouse has 573 beds in total, broken down as follows:

- 339 medical
- 161 surgical
- 30 maternity
- 20 neo-natal
- 23 paediatric

University Hospital Ayr has 365 beds in total, broken down as follows:

- 238 medical
- 127 surgical

The Directorate covers:

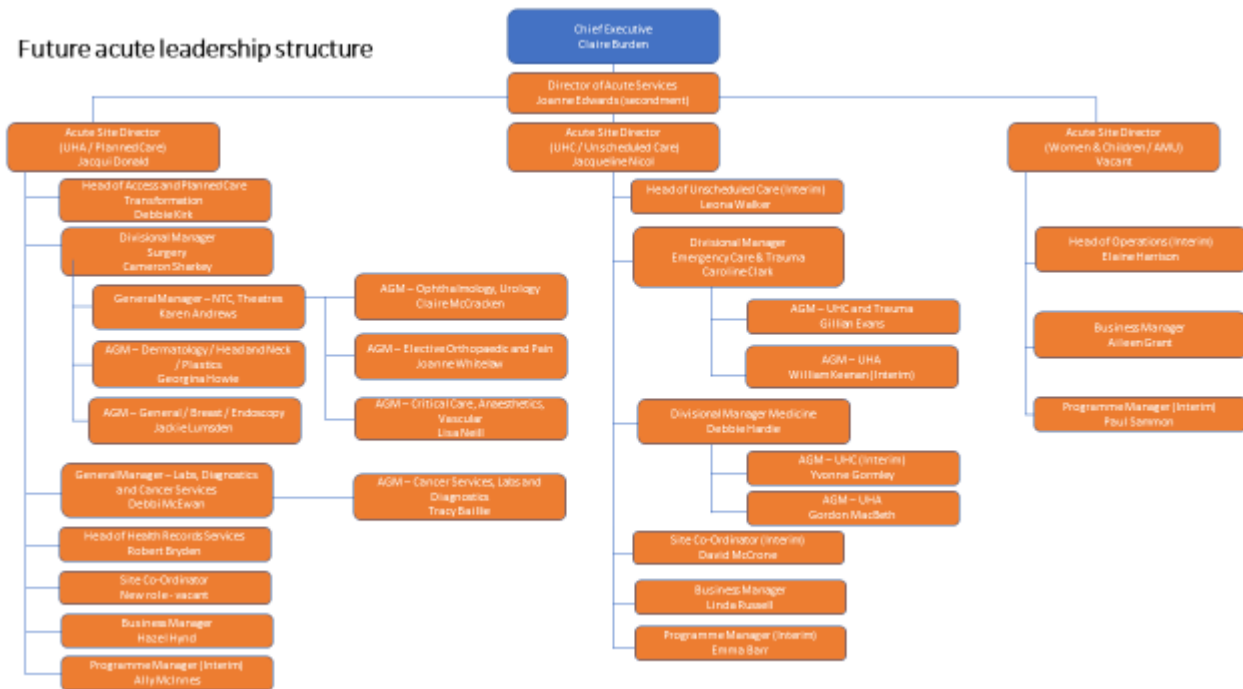
- Emergency and Unscheduled Care services including Assessment Units
- Cardiology
- Diabetes and Endocrine
- Gastroenterology
- Renal Medicine
- Respiratory
- Stroke
- Acute Medicine
- General Surgery
- Robotic Surgery
- Ophthalmology
- Orthopaedics
- Vascular (outpatients and day case only)
- Trauma
- Urology
- Ear, Nose and Throat
- Head and Neck
- Endoscopy
- Anaesthetics
- Critical Care
- Theatres
- Cancer
- Women and Children's Services
- Diagnostics
- Health Records
- Medical Physics
- Nuclear Medicine

5. ORGANISATIONAL CHART

Triumvirate leadership structure



Future acute leadership structure



6. KEY RESULT AREAS

Quality

- Visible leadership that encourages teams to participate in change and improvement;
- Leadership that demonstrates the behaviours that underpin the Board's values of Safe, Caring and Respectful;
- To lead transformation in acute services as part of the Board's Transformation Improvement Plan Caring for Ayrshire, supporting new ways of working that will deliver high quality sustainable services;
- Provide effective strategic and operational leadership and management across the Acute Directorate;
- Ensure good governance that delivers safe services to the highest standards ensuring services are person centred and deliver a very good patient experience;
- Lead and ensure national and local audits are completed to cycle times putting corrective measures in place as required
- Work constructively with all partners including Scottish Government, Local Authorities and other Health Boards in support of the aims of NHS Ayrshire and Arran.

Service

- Through ongoing review and development, ensure Acute Services is innovative and flexible supporting the delivery of pan Ayrshire services and strong site management and supporting the organisation's performance against National and Local Targets and Standards
- Lead and direct the strategic development of Acute Services through an extensive programme of service change to reform services aligned to Caring for Ayrshire Strategy as part of Whole System Planning.
- In conjunction with the engagement team, lead the Acute Services approach to patient and public engagement, ensuring that the views of service users are central to service delivery and reform.
- Lead and direct the planned care programme including chairing the Programme Board to monitor trajectories and provide regular updates on performance against plan. Provide Board corporate leadership and direction for medical records and ensure that the service is embedded within the Acute Directorate, and support transformational service change and improvement;
- Ensure the development of operational performance plans are in accordance with the corporate objectives and monitor the Acute Triumvirate performance, taking appropriate corrective action as necessary;
- Senior Responsible Officer for the Delivery of the Orthopaedic National Treatment Centre.
- Provide dynamic leadership and management to optimise the primary / secondary care interface and support the development of effective relationships necessary to harmonise the efforts of all clinicians throughout the patient journey;
- Maintain robust and effective performance management and reporting arrangements to ensure that clinical and non-clinical acute services are provided in an effective manner;
- Work collaboratively with the three Health and Social Care Partnerships to support the shift in the balance of care and shape future pathways of care;
- In conjunction with the Director of Public Health, lead key initiatives within Acute Services to implement the public health strategy and ensure health promotion and prevention are afforded a high priority.
- Contribute to national and regional working groups and initiatives, including chairing national meetings as part of the delegated Director of Acute Services/Chief Operating Officers forum.;

- In partnership with Director colleagues, ensure that all clinical and support service strategies, including those for which other Directors are responsible such as Finance, Human Resources (HR) and Estates, are fully integrated within the overall service development and modernisation strategies for the Acute Directorate.

Staff

- Lead, with the support of the Deputy Director of Nursing (Acute) and the Deputy Medical Director (Acute), the development and embed triumvirate working ensuring performance and governance outcomes are aligned to equitable workloads for all staff throughout Acute Care Services.
- Ensuring the alignment of corporate and service level objectives throughout the PDR review process. Providing oversight of adherence to NHS Ayrshire and Arran people policies, putting in place corrective measures should compliance not be achieved.
- Lead the Acute Directorate by example in embedding Triumvirate working, shaping the organisation's culture and by demonstrating and exemplifying the positive behaviours and attitudes that represent the organisation's agreed values and behaviours;
- Ensure, with the support of the Deputy Director of Nursing (Acute) and the Deputy Medical Director (Acute), effective partnership arrangements with staff organisations are embedded across Acute Services and that effective processes and structures exist to involve staff in decision making, and supporting their effective contribution to the achievement of acute service objectives, including co-chairing the Acute Services Partnership Forum.
- Provide leadership and improvement in the Acute Directorate's approach to Staff Governance, staff engagement and staff experience;
- Promote professional and personal development amongst staff by ensuring that effective performance management systems are in place which provide development opportunities, enhance performance and motivation and facilitate skill utilisation and flexibility;
- Ensure effective systems and procedures are in place to meet statutory and other requirements relating to Health and Safety at work to ensure a safe and healthy environment for patients and staff.

Financial

- Manage and oversee the Acute Service budget relating to the provision of services within the Directorate holding Triumvirates to account and ensure effective standards of budget management and control are in place.
- To lead and performance manage the Triumvirates , identifying and ensuring within budget working with efficiency savings to deliver the CRES programme, whilst maintaining the provision of health services within allocated budgets and maintenance of the Board's strategic objectives;
- Lead on the sustainable delivery of Acute Care Services, ensuring cost reductions and avoidable spend through service re-design, aligning with system ambitions to move more activity from the acute setting into alternative care settings.
- To lead on initiatives at a regional and national level that will offer greater stability and efficiency to Acute Service delivery and access to care for the population of NHS Ayrshire and Arran
- Provide oversight and lead as required all relevant external service level agreements are managed and outcomes are captured in accordance with SLA agreements. Wherever possible seeking new ways of working to further manage and/or mitigate the risks of high value, low return on SLA agreements.

7. ASSIGNMENT AND REVIEW OF WORK

This post is directly accountable to the Chief Executive and works under broad direction within the parameters of Government priorities and the policies and direction for NHS Ayrshire and Arran. The post also operates within NHS Ayrshire and Arran's corporate objectives and strategic framework.

The postholder is responsible for policy formulation, development and implementation and determines the best way to carry out this remit within professional and statutory limits.

Review of performance in the post is undertaken through the agreement of annual performance objectives. Annual individual performance is formally appraised by the Chief Executive and reviewed by the Chairman. Informal appraisal and discussion about performance will take place on a more frequent basis with the Chief Executive.

8. COMMUNICATIONS AND WORKING RELATIONSHIPS

The postholder will communicate with a wide range of senior clinical and non clinical staff in NHS Ayrshire and Arran. Excellent communication skills are required in order to influence and persuade others and negotiate the implementation of change. Strong presentational skills are required as is the ability to express views convincingly and coherently using a variety of media.

Excluding the Chief Executive and direct reports within NHS Ayrshire and Arran, the following are key working relationships, with examples of the purposes of the contacts:

- With Non-Executive Directors of NHS Ayrshire and Arran to ensure the provision of information and support to enable them to effectively fulfil their role as non-executives, particularly in relation to understanding the work of the day to day health service provision and the development of health strategy and ensuring that NHS Ayrshire and Arran effectively delivers on national policies, strategies, performance targets and corporate objectives.
- With other members of the CMT, senior managers, senior clinical staff and senior staff side representatives within NHS Ayrshire and Arran to ensure the development of service strategy and the implementation of agreed plans within the Acute Directorate.
- With Directors of NHS Ayrshire and Arran and neighbouring NHS systems to ensure effective NHS Ayrshire and Arran input to regional planning of services.
- With the members of the CMT and the NHS Board and senior staff of the SGHD to ensure high level input concerning operational and strategic provision of health services to National Working Groups, initiatives etc and that NHS Ayrshire and Arran is represented in relevant discussions relating to service strategy.
- With representatives of Local Government, voluntary and independent sector agencies, to ensure NHS Ayrshire and Arran representation in discussions in relation to the provision and planning of health services arising from integration and joint service provision.
- With MPs / MSPs / Health Council / Patient Representatives and impart information or respond to questions / concerns about the provision / planning of services within the Acute Directorate of NHS Ayrshire and Arran.
- With the media in order to respond to enquiries concerning matters of healthcare in the Acute Directorate of NHS Ayrshire and Arran.

- With national and local representatives of Trade Unions and Staff Side Organisations to ensure that arrangements are in place for partnership working, negotiation, consultation and communication on all aspects of service provision in the Acute Directorate.

9. MOST CHALLENGING PART OF THE JOB

Leading an extensive programme of recovery and remobilisation involving service change and modernisation across Acute Services through strong leadership that encourages participation of teams, working together to deliver sustainable services.

Working within a financial position whilst balancing service demand.

10. QUALIFICATIONS AND/OR EXPERIENCE SPECIFIED FOR THE POST

- Educated to Master's level or equivalent, with demonstrable extensive senior management experience within a large complex organisation, preferably within NHS or Public Sector, with a significant period of this experience developed at Assistant Director level or equivalent;
- The postholder will have excellent interpersonal, strategic and technical skills and the gravitas to earn the confidence and respect required to deliver this high profile and demanding role;
- A demonstrable track record of achievement in the provision of strategic, creative and transformative solutions in meeting organisational requirements, motivating staff and providing high quality patient care;
- Ability to provide effective communication in an exposed environment and an ability to operate effectively under pressure;
- The postholder must also demonstrate the ability to develop a culture that encourages initiative, individual and team responsibility and open communication.

Person Specification

Qualifications
<ul style="list-style-type: none">• Educated to Master's level or equivalent, with demonstrable extensive senior management experience within a large complex organisation, preferably within NHS or Public Sector, with a significant period of this experience developed at Assistant Director level or equivalent.
Experience and Knowledge
<ul style="list-style-type: none">• Significant senior management experience in the NHS or another complex multidisciplinary public or private sector organisation, with experience of working and successfully contributing within a senior corporate team;• In depth and contemporary knowledge and understanding of Scottish Policy and the NHS in Scotland operating framework and demonstrable ability to apply this to effectively influence and work within the local and national political environment;• Detailed understanding of clinical best practice and policy;• Sound knowledge of healthcare governance and effective systems of clinical management;• Significant and demonstrable track record of success in:<ul style="list-style-type: none">○ Management of service improvement;○ Deliver and monitoring of high quality standards of care;○ Planning and delivery of successful organisational change;○ Proactive partnership working internal and external to the NHS;• Demonstrable high level performance in the leadership behaviours identified as crucial within NHS Scotland, particularly:<ul style="list-style-type: none">○ Working in Partnership○ Learning and Development○ Caring for Staff○ Improving Performance Through Team Working○ Communicating Effectively○ Improving Quality○ Achieving Results• Proven people management and financial management capabilities and experience;• A track record of effective performance management and delivering performance targets.
Skills and Aptitudes
<ul style="list-style-type: none">• Excellent interpersonal, strategic and technical skills and the gravitas to earn the confidence and respect required to deliver this high profile and demanding role;• A demonstrable track record of achievement in the provision of strategic, creative and transformative solutions in meeting organisational requirements, motivating staff and providing high quality patient care;• Ability to provide effective communication in an exposed environment and an ability to operate effectively under pressure;• Demonstrable ability to develop a culture that encourages initiative, individual and team responsibility and open communication;• Well rounded analysis, judgement and decision making skills – confident with data and information; ability to explore, evaluate and interpret information; ability to take

calculated risks, make politically astute choices in uncertain and ambiguous situations, make effective decisions and recommendations based on the analysis of options;

- Effective prioritising skills and capacity to work under pressure to meet competing demands and priorities;
- Demonstrate commitment to and achievement of equality and diversity in public sector services.

Personal Traits

- Personal integrity and credibility delivering a culture of openness and accountability;
- Open, supportive and visible leadership style;
- Positive, professional leadership approach, leading by example;
- Strong persuasive, influencing, negotiation and interpersonal skills;
- Resilience and stamina in pace of work to deliver in a demanding and high profile role.

NHS Scotland Core Leadership Competencies

Core Competency	Examples of 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 decisions	<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.
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.
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 coaches staff and colleagues. • Recruits and develops talent from all backgrounds. • Actively seeks and applies diverse views and perspectives • Applies employee 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).

Summary of terms and conditions of employment

General

The terms and conditions of service for this post are subject to direction by the Scottish Government.

Remuneration

Executive Level Grade E ranging from £91,926 to £118,361 per annum. Entry point on the salary scale will take account of previous experience. Performance management arrangements and pay progression are subject to direction by the Scottish Ministers as set out in NHS HDL (2007)15 and guidance from the Scottish Government Health Directorate.

Hours of work

This post is full-time i.e. 37.5 hours per week.

Annual leave

Annual leave entitlement is 27 days per year on commencement, rising to 29 days after 5 years' service, and 33 days after 10 years' service. There are also eight fixed public holidays each year. The annual leave year runs from 1 April to 31 March.

Pension scheme

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

Sick pay

Sickness allowance depends on the length of continuous service and is on a scale ranging from one month's full pay plus two months' half pay during the first year of service, up to six months' full pay plus six months' half pay after completing five years of service.

Relocation

Relocation expenses will be payable to the successful candidate in accordance with the Board's policy. NHS Ayrshire and Arran will pay up to £12,000 towards all expenses incurred, however, any amount in excess of £8,000 is subject to Income Tax, payable by the employee at source.

Motor Vehicle Provision

There may be provision for a leased car.

How to apply and the selection process

The Job Description and Person Specification are designed to inform applicants of the essential and desirable criteria – qualifications, experience, skills and personal attributes – which are sought in the appointment of the Assistant Director of Estates and Clinical Support Services.

Assessment against these criteria, as well as the NHS Core Leadership Competencies will inform the recruitment and selection process for the appointment.

The selection process will include:

- **Application:** Completion of on-line application together with completion of Record of Achievement.
- **Record of Achievement:** You are asked to submit 2 achievement statements to demonstrate evidence of strategic leadership and delivery of change. For each achievement statement you should complete a separate form detailing the following aspects:
 - Describe the context and content of the achievement.
 - What was your role?
 - What was the outcome?
 - What did you learn from your experience and what would you do differently next time?

Please note the template for the Record of Achievement is included as an appendix to the job pack for information. Both statements should be submitted to Caroline McCluskey, Recruitment Services Manager at:

caroline.mccluskey@aapct.scot.nhs.uk

- **Assessment Centre:** shortlisted candidates will be asked to participate in a behavioural assessment exercise prior to interview, which will be used to inform the selection process.
- **Stakeholder Event:** this will involve candidates engaging with a number of Director and professional colleagues.
- **Formal Interview:** Values Based Competency Interview.

The recruitment timeline is as follows:

- Closing date for applications is **Monday 6th May 2024**
- Shortlisted candidates will be notified by **Friday 10th May 2024** and invited to participate in the behavioural assessment exercise during week beginning **20th May 2024**
- Candidates will also be invited to attend the stakeholder event on **Wednesday 29th May 2024**
- Interviews will be held on **Thursday 30th May 2024**

Interview panel members are:

- Claire Burden, Chief Executive
- Crawford McGuffie, Medical Director and Deputy Chief Executive
- Sarah Leslie, HR Director
- Amanda Croft, Interim Chief Executive NHS Forth Valley (External)

Useful web links

NHS Ayrshire & Arran



NHS Ayrshire & Arran website: <https://www.nhsaaa.net/>

Finance

- Revenue Plan 2021/22 – <https://www.nhsaaa.net/media/10483/2021-03-29-bm-p23-revenue-plan.pdf>
- Capital plan 2021/22 <https://www.nhsaaa.net/media/10462/2021-03-29-bm-p24-capital-investment-plan-2021-22.pdf>

Quality Strategy

- <https://www.nhsaaa.net/media/8286/20191217nhs-ayrshire-arran-quality-strategy-v070.pdf>

Health & Social Care Partnership (H&SCP) Websites

East Ayrshire H&SCP



Health & Social Care
Partnership

<https://www.east-ayrshire.gov.uk/SocialCareAndHealth/East-Ayrshire-Health-and-Social-Care-Partnership/Health-and-Social-Care-Partnership.aspx>

North Ayrshire H&SCP



<http://nahscp.org>

South Ayrshire H&SCP



<https://www.south-ayrshire.gov.uk/health-social-care-partnership>

NHSScotland



Scotland's Health on the Web (SHOW) - <https://www.scot.nhs.uk/>

Record of Achievement

Guidance: You are asked to submit two achievement statements to demonstrate evidence of your strategic leadership and delivery of change.

Achievement:

Describe the achievement and the content/content.
What role did you play in this work?
What was the outcome?
What did you learn from this and what would you do differently next time?