



# Director of Infection, Prevention & Control Recruitment Pack

Application Closing Date:  
9 February 2025

NHS Lanarkshire  
Board Headquarters  
Kirklands Hospital  
Fallside Road  
Bothwell G71 8BB



# Pack Contents

To assist you with your application for the post of Director of Infection, Prevention & Control for NHS Lanarkshire, this pack will provide useful information about the post and NHS Lanarkshire.

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## Message from our Executive Director of Nursing, Midwifery & Allied Health Professions

Thank you for your interest in the Director of Infection, Prevention and Control post here in NHS Lanarkshire.

We are searching for a transformational leader who will have delegated authority for IPC and a direct line of communication to the Executive Team through the HAI Executive Lead to whom you are directly accountable. You will have significant Board-wide responsibility with respect to developing, leading and directing the Board's Infection Prevention and Control (IPC) programme with a focus on prevention and preparedness to support the reduction in avoidable infections. This will involve working in complex partnerships with sites and areas across and outside the Board to develop a strategic approach for the provision of services with infection prevention embedded at their core. This includes responsibility for organisational IPC workforce development in relation to infection prevention and control, including health protection and antimicrobial stewardship, interfacing with relevant specialists and teams, and aligned to the Scottish Government's IPC Workforce Strategic Plan (2022).

As a member of the Executive Nurse Director Team, you will provide strong strategic and clinical leadership in infection prevention and control aligned to the Scottish HAI Strategic Plan 23-25 throughout the organisation and will undertake long term strategic planning that will impact across all services across NHS Lanarkshire.

If you wish an informal discussion with me about the role, I can be contacted through Danielle Wilson, on 01698 752590 or alternatively by email on [danielle.wilson@lanarkshire.scot.nhs.uk](mailto:danielle.wilson@lanarkshire.scot.nhs.uk).

If you haven't already done so, you will want to check out NHS Lanarkshire's website at <https://www.nhslanarkshire.scot.nhs.uk>.



Trudi Marshall, Executive Director of Nursing, Midwifery & Allied Health Professions, NHS Lanarkshire

# Post Outline

## Director of Infection, Prevention & Control

Band 8d: £99,534 to £103,795 per annum

We are seeking a transformational leader who will be expected to deliver the corporate accountabilities of the NHS Board's Chief Executive and Executive Nurse Director (HAI Executive Lead). You will lead and directly manage both the infection prevention & control service and function with overall responsibility for management processes and risk assessment relating to Infection Control, medical devices decontamination and cleaning services and ensure that there are clear and effective structures and processes designed for co-ordinated decisions that achieve system wide infection control, decontamination, surveillance and cleaning services standards.

The post holder will lead and oversee NHS Lanarkshire compliance with and contribution to local, regional and national developments in healthcare associated infection policy and guidelines and establish systems and design the process of assurance and analysing of data, for monitoring of outcomes which demonstrate improved patient safety and improved and safer working practice for a wide range of clinical and non-clinical staff. You will function as an expert resource providing clinical leadership, supervision, expert practice, and advanced knowledge, integrating research evidence into practice and undertaking, designing and commissioning research in your clinical field, building on the body of IPC knowledge in this specialist area.

You should possess professional NMC, GMC or HCPC registration with a relevant Masters-level degree (SCQF Level 11) and evidence of working towards doctoral (SCQF level 12) level study. You must have a recognised Infection Control Qualification (e.g. Post Graduate qualification /MSc in Infection Prevention and control) with practical consolidation working within the field of infection prevention control. You should also have a recognised Management/Leadership Qualification, or equivalent experience. You must also have significant experience at senior managerial professional or managerial level in Infection Prevention and Control within the NHS and specialist knowledge over a broad range of subjects across different organisations and across different disciplines.

If you require any additional information or wish to discuss the role, informal enquiries are welcomed by Mrs Trudi Marshall, Executive Director of Nursing, Midwifery & Allied Health Professions, NHS Lanarkshire. This should be arranged through contact, in the first instance, with Danielle Wilson, on 01698 752590 or alternatively email at [danielle.wilson@lanarkshire.scot.nhs.uk](mailto:danielle.wilson@lanarkshire.scot.nhs.uk). To apply, applicants should visit the [NHS Scotland Recruitment Portal](#) and submit an application.

Closing date for receipt of completed applications: Sunday 9 February 2025

# Job Description

## 1. JOB DETAILS

Job Title: Director of Infection Prevention and Control

Immediate Senior Officer: Executive Nurse Director

Directorate: Corporate

Job Reference: NHSL25/001

## 2. JOB PURPOSE

The clinical lead is a transformational leader with delegated authority for IPC and a direct line of communication to the Executive Team through the HAI Executive Lead to whom they are directly accountable. The post holder will have significant Board-wide responsibility with respect to developing, leading and directing the Board's Infection Prevention and Control (IPC) programme with a focus on prevention and preparedness to support the reduction in avoidable infections. This will involve working in complex partnerships with sites and areas across and outside the Board to develop a strategic approach for the provision of services with infection prevention embedded at their core. This includes responsibility for organisational IPC workforce development in relation to infection prevention and control, including health protection and antimicrobial stewardship, interfacing with relevant specialists and teams, and aligned to the Scottish Government's IPC Workforce Strategic Plan (2022).

As a member of the Executive Nurse Director Team the post holder will provide strong strategic and clinical leadership in infection prevention and control aligned to the Scottish HAI Strategic Plan 23-25 throughout the organisation and will undertake long term strategic planning that will impact across all services across NHS Lanarkshire.

As a clinical expert in the specialist clinical field of Infection Prevention & Control (IPC) the post holder would be expected to deliver the corporate accountabilities of the NHS Board's Chief Executive and Executive Nurse Director (HAI Executive Lead).

The post holder will lead and directly manage both the infection prevention & control service and function with overall responsibility for management processes and risk assessment relating to Infection Control, medical devices decontamination and cleaning services as required by HDL (2001)10 and HDL (2005)8 and will

fulfil the role of the “Designated Senior Manager” required under HDL (2005), by ensuring that there are clear and effective structures and processes designed for co-ordinated decisions that achieve system wide infection control, decontamination, surveillance and cleaning services standards.

The post holder will lead and oversee NHS Lanarkshire compliance with and contribution to local, regional and national developments in healthcare associated infection policy and guidelines. This will be achieved by strategic planning to ensure that there is clear risk assessed and effective structures and processes in place across NHS Lanarkshire. These systems and processes will be designed to coordinate decisions that achieve system wide compliance with mandatory and best practice standards in infection prevention and control, antimicrobial stewardship (AMS), decontamination, surveillance and cleaning.

The post holder will, through a range of indicators, establish systems and design the process of assurance and analysing of data, for monitoring of outcomes which demonstrate improved patient safety and improved and safer working practice for a wide range of clinical and non-clinical staff.

The post holder will have responsibility for prevention and control of infection policy development, standards implementation, monitoring & surveillance programmes, education programmes and intervention programmes within NHS Lanarkshire.

The post holder will function as an expert resource providing clinical leadership, supervision, expert practice, and advanced knowledge, integrating research evidence into practice and undertaking, designing and commissioning research in his/her clinical field, building on the body of IPC knowledge in this specialist area. They will influence the development of high-quality education programmes for clinical staff thus ensuring effective, high quality education programmes are developed at a national level, through developing links with NHS Education for Scotland.

### **3. DIMENSIONS**

#### **Organisational**

NHS Lanarkshire serves a population of circa 652,000 spread over a wider geographical area. This area is diverse ranging from areas of rurality to large conurbations and has significant areas of deprivation and associated health inequalities. Services to this population are delivered through the Acute Division comprising of circa 1600 beds on 3 acute hospital sites and 6 associated sites, with an additional 287 beds based across a further 10 sites and 2 Health and Social care partnerships.

NHS Lanarkshire employs circa 15,400 staff and is the largest employer in the region.

The Director of IPC will work at a senior executive level and work closely with the Executive Nurse Director, Infection Prevention and Control Doctor, Senior Nurses – Infection Prevention and Control and senior managers from multidisciplinary backgrounds to plan, prioritise and deliver an effective infection control service.

The post holder is responsible for the provision of very highly specialist Infection Prevention and Control across NHS Lanarkshire. The post holder is required to cover all infection control dimensions under NHS Lanarkshire's responsibility, specifically Acute Services and the Health and Social Care Partnerships. This includes supporting the Nurse Director in discharging their responsibilities in relation to providing assurance on standards of care in Care Homes. Infection control systems, processes and policy impact directly on clinical care of patients and contribute to the supply and maintenance of a safe environments for patients and visitors and a safe working environment for staff.

### **Clinical Governance**

The post holder ensures that all relevant processes and structures are in place to support the healthcare quality improvement and assurance agenda to enable standards to be set and monitored, identifying and mitigating risk

### **Staffing responsibilities**

The post holder will provide leadership and line management to the Infection Prevention and Control Team (IPCT), this includes the Infection Prevention and Control Doctor for their allocated sessions, as demonstrated in the organisation chart.

The post holder will be responsible for discipline/grievance/absence/capability issues etc. within the team.

The number of staff directly accountable to the post-holder is 4 and the post holder provides leadership and supervision to the Monkland Replacement Project IPC Nurse consultant

The post-holder has overall responsibility for approximately 17 permanent members of staff within the IPC team.

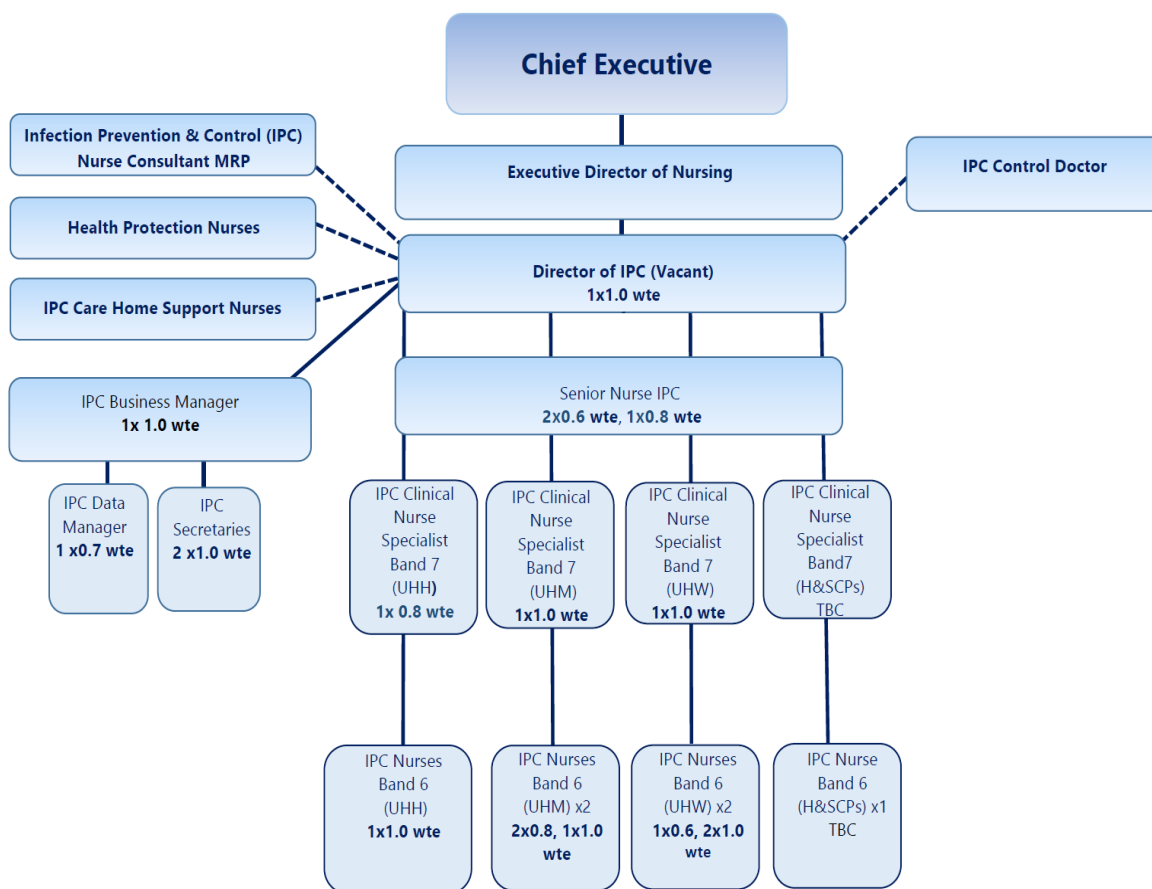
Provide day to day management, strategic and operational leadership, directly managing the Infection Control Department which includes 14.36 wte staff. In addition, they will require to co-ordinate activity and influence at both operational and strategic level within a highly complex matrix management organisational model

Develop the leadership capacity of infection control nurse specialists to enable them to fully contribute to the development of infection control services and improvements in infection control nursing practice

## Finance

The post holder will be accountable for the £1274,184 budget for the Infection Prevention & Control Service within NHS Lanarkshire and will be accountable for any allocations of any funding for HAI projects and initiatives. As an authorised signatory, responsible for authorising purchases and selecting suppliers.

## 4. ORGANISATION CHART



## 5. ROLE OF THE DEPARTMENT

The Service is provided by a group of multidisciplinary specialist staff who work with NHS Lanarkshire and other stakeholders to protect health, achieve health gain, reduce inequalities and ensure high quality service provision.

The function of the service is to deliver a comprehensive infection control service throughout NHS Lanarkshire in order to minimise the risk of healthcare associated infection to patients, staff, visitors and others. The service will be in compliance with NHS Scotland IPC and Antimicrobial Stewardship policy as laid out in DL 2019(23), and evidence-based research contained within the Scottish National IPC Manual (NIPCM).

This includes:

- Developing, implementing and maintaining strategies for the prevention and control of healthcare associated infection in line with national requirements, contributing to the quality of patient care and patient safety across NHS Lanarkshire.
- Being an integral and active contributor to NHS Lanarkshire's wider strategic and operational governance structure
- Complying with national IPC standards.
- Implementing national guidance related to infection prevention and control and Antimicrobial Stewardship.
- Development of strategic and operational policy/guidance, and oversight of effective implementation at a local and national level
- Setting local policy and standards, and monitoring of compliance with local and national guidelines and standards through audit, and other quality improvement processes to reduce practice variation
- Surveillance of infection including local and national benchmarking of rates of infection, and monitoring trends to identify issues and areas of concern, as well as areas of good practice to facilitate shared learning and improved patient safety.
- Contribute and participate in NHS Lanarkshire Emergency Planning and Business Continuity programme to minimise the impact of outbreaks and incidents on service provision.
- Identifying education and training needs and facilitating the provision of effective education on the prevention and control of infection for all staff.

- Responsibility for active management of internal communications and contributing to NHS corporate communications with the external agencies such as Scottish Government, public and media on all matters relating to infection prevention & control.
- Provision of interpretation and highly specialised advice to directors and senior managers on compliance with national mandatory policy requirements, standards and best practice and takes the lead in implementing these throughout the organisation.

## **6. KEY RESULT AREAS**

### **Expert Clinical Function**

1. Provide expert advice on all aspects of infection prevention & control to the Chief Executive, Executive Nurse Director, Medical Director and other NHS and care staff as appropriate. This advice will be based not only on policies and procedures but will be evidence-based and grounded on sound professional judgement. This can include novel situations where precedents and guidelines do not already exist, seeking evidence and input where necessary from National IPC specialists including the NSS Antimicrobial Resistance and Healthcare Associated Infection (ARHAI)
2. Lead the development, adaptation, implementation and maintenance of infection prevention & control related policies, procedures, standards, working practices and protocols, including audit and QI to support reliable practice within NHS Lanarkshire to ensure that IPC needs are assessed, planned, implemented, monitored and evaluated in a fully effective manner with a robust evidence base, which will complement overall health service policy and strategy to support service delivery.
3. Ensures that new national IPC guidance is communicated appropriately, implemented across the system collaboratively with users within the organisation and that the IPC annual work plan and programme is amended as required incorporating any new/updated national IPC guidance.
4. Ensure that infection prevention & control strategy is assessed, planned, implemented, monitored and evaluated in a fully effective manner across the whole-system, including HSCPs and Care Homes, with a robust evidence base and complement overall health service policy and strategy to support service delivery.
5. Ensure the provision of highly specialist advice on healthcare new builds and renovation projects so that IPC is a key consideration during commissioning,

planning, design, and construction stages, in relation to national health technical memoranda, health building and health planning guidance and local standards.

6. Represent the NHS Lanarkshire Infection Prevention & Control service on national working groups and committees as a senior specialist and develop and maintain a high profile at a national level.

7. Actively manage internal communications and contribute to NHS corporate communications with external agencies and stakeholders such as Scottish Government, public and media on all matters relating to infection prevention & control, which may be highly sensitive or contentious i.e. in relation to outbreak management, responding to Freedom of information requests etc.

### **Strategy & Service Development**

8. The post holder in consultation with key stakeholders will have strategic responsibility to produce, implement and monitor progress of an Annual Planned Programme which is aligned to the National HAI Strategy and policy ensuring local application and delivery. The programme will be submitted to the Prevention and Control of Infection Committee, the Corporate Management Team (CMT) and the Healthcare Governance Committee (HGC) for approval. On completion of the planned programme the post holder will provide an Annual Report which is submitted for scrutiny and approval to the Infection Control Committee (ICC) and Healthcare Governance Committee (HGC). As such, the post holder is required to interpret and present complex data in Governance report format.

9. Responsible for the delivery of a competent, compliant Infection Prevention & Control Service, including antimicrobial stewardship, and working collaboratively with colleagues including Estates and Facilities to ensure robust, safe and effective decontamination & cleaning services and HAI SCRIBE across NHS Lanarkshire.

10. Provide recommendations on the prioritisation of the capital investment programme to address infection prevention and control, HAI and decontamination related issues.

11. To liaise and negotiate effectively with the Scottish Government Healthcare Associated Infection Policy Unit (HAIPU), Antimicrobial Resistance and Healthcare Associated Infection (ARHAI) Scotland, Health Improvement Scotland, NHS Education Scotland and other relevant agencies on infection prevention and control matters including decontamination, to ensure NHS Lanarkshire comply with national requirements.

## **Operational Management**

12. Responsible for the direct management of the infection prevention and control staffing, establishing workforce development plans to ensure that the workforce is adequately resourced and educationally/clinically prepared to deliver high quality care in a dynamic and responsive service. This includes collaborative working across Health Protection and antimicrobial stewardship workforces in accordance with SGs IPC Workforce Strategic Plan. As such, the post holder will provide leadership and line management to the Infection Prevention and Control Team (IPCT), this includes the Infection Prevention and Control Doctor for their allocated sessions, and direct line management of 4 staff members. This post provides leadership and supervision to the IPC Nurse consultant for the Monklands Replacement Project. The post holder has responsibility for all employee matters including promoting attendance, capability and conduct, first stage grievances and recruitment and selection.

13. As a budget holder responsible for expenditure, ensuring that the Infection Prevention and Control services remains within its allocated budget.

14. Lead on planning, implementation and evaluation of infection prevention and control activity to ensure effective partnership working.

15. To ensure a framework for supervision, support and advice is in place and evaluated for staff working within infection prevention and control, supporting their safe and clinically effective practice through career development opportunities.

## **Incident and Outbreak Management**

16. Responsible for all components of outbreak and incident management including risk assessment, investigation, implementation and monitoring effectiveness of control measures, reporting and escalation of outbreaks via the Healthcare Incident Infection Reporting Template (HIAT), and ensuring lessons learned are identified, shared and utilised for improvement. As such the post holder must ensure that there are effective systems for the identification, reporting and management of outbreaks of infectious disease in NHS Lanarkshire directly managed services.

17. In conjunction with the Infection Prevention and Control Doctor and Senior Nurses take the lead in managing outbreaks of infection within directly managed services in NHS Lanarkshire. This involves investigation; collection and collation of complex data; ensuring the implementation of effective control measures; liaising with relevant parties including management, Infection Control Doctor, microbiologists, public health, corporate communications and clinical areas; report production, and sharing of lessons learned to reduce the risk of future outbreaks.

18. Where a Major Outbreak is declared by the Public Health Department, the post holder will be a major participant in the Outbreak Control Team, Chairing where required.

19. Provide clinical advice to clinical staff on the management of patients with unusual organisms and conditions or high-consequence infections, in support of other members of the IPCT.

20. Be autonomous in determining the infection control care required for individual patients and groups of patients with communicable disease and alert organisms.

### **Risk Management**

21. To ensure that all decisions and actions are based on sound risk management principles and lead the IPC contribution to the provision of a safe environment for patient care, a safe working environment for staff, including contractors and a safe environment for visitors in all areas of NHS Lanarkshire

22. Rigorously ensure application infection prevention and control measures, known to be effective in managing the risk, reducing and preventing Healthcare Associated Infection; supporting staff in understanding their rationale and monitoring the effectiveness through active data collection and surveillance.

23. Ensure there is effective consideration and representation of IPC risks, mitigation and actions through active participation and representation at Board and local clinical governance meetings.

24. Support local, site and Board Leads to anticipate, identify, communicate, and manage clinical infection risks that may adversely impact patient, service users, staff or public safety, service delivery or budgets.

25. Support Microbiology and Virology laboratory specialists in communicating and advising on aspects of diagnostic testing, clinical care and IPC management of patients and service users with alert organisms.

26. Advise and work in collaboration with the HAI Executive Lead and/or other key stakeholders on aspects of IPC or clinical risk aligned to wider statutory or regulatory requirements.

27. In conjunction and in collaboration with other relevant technical specialists, advise the Board, HAI Executive Lead, senior and operational leaders, those with statutory responsibilities and appropriate others on aspects of clinical IPC risk, potential adverse IPC outcomes associated with derogation from guidance or in the absence of guidance to ensure infection risks are minimised.

28. Actively engage with the IPC professional community across Scotland and the wider UK evidencing leadership and to share learning, research and development relating to a range of IPC matters and to share experience and learning where guidance may be absent and where adverse clinical events have been experienced.

29. Responsible for the provision of IPC advice to colleagues involved in estates, facilities, engineering, and other areas of the healthcare-built environment to review and advise on infection risks to patients and clients from environmental issues including water, air, ventilation, decontamination, new builds, and upgrades etc.

### **Education and Training**

30. To lead on the design, development and delivery of a robust educational and development programme for all staff, in addition to existing national learning resources, delivering consistent assurance that all staff across a range of health and care settings are equipped with the requisite knowledge of IPC issues. This will include provision of leadership, support and training in the development and delivery and evaluation of impact of training packages and education initiatives for all staff groups, which could be upwards of 100 delegates, including formulation of presentations.

31. Contribute to the NHS Lanarkshire learning and education strategy, ensuring training needs analysis and support the programme development for infection prevention and control related resources, developing and supporting internal and external benchmarking activities, quality improvement initiatives and to advise on appropriate actions and changes

32. Design, develop, or support development, of a range of patient and wider public facing education and information resources which support infection prevention and control and antimicrobial resistance

### **Surveillance**

33. Responsible for establishing, maintaining and developing a robust programme of alert organism and condition surveillance across NHS Lanarkshire, allowing prompt feedback of alert organism surveillance data to directors, senior managers, clinicians, key committees and individual wards. This would include early warning systems (triggers) to alert potential issues and support prompt investigation and intervention as well as providing vital intelligence to improve patient safety.

34. Ensure systems in place to comply with national mandatory surveillance programmes as required utilizing data from the National Discovery system to support local intelligence as well as providing benchmarking across Scotland, and

liaise with NSS ARHAI for support to investigate local epidemiology when necessary. Where necessary facilitate other local surveillance measures to investigate issues of concern, or to proactively monitor for improvements in infection rates.

### **Research & Development**

35. To undertake, design and commission research activities, including formal research activities, within the service and ensure synergistic working programmes with research bodies.

36. Facilitate and participate in appropriate research, contributing to national research programmes and seeking to publish research data in nationally recognised healthcare journals.

37. Critically evaluate complex and conflicting information, including analysis and interpretation of epidemiological data from both internal and external sources, and research in order to formulate advice on the prevention and control of infection. Inform independent or collaborative views of clinical practice and to direct risk management and quality improvement, based on the value and efficacy of infection prevention and control interventions and their contribution to patient/client outcomes.

38. Responsible for initiating, developing and, where applicable, securing funding for Infection Prevention and Control initiatives as a direct consequence of changing national policy/ guidance in line with local context.

39. Work in partnership with NHS Lanarkshire's University strategic partners, where opportunities arise to collaborate in research and innovation initiatives.

## **7. ASSIGNMENT AND REVIEW OF WORK / DECISION AND JUDGEMENTS**

The majority of the post holder's workload is self-generated and is strongly influenced by the national HAI /IPC policy priorities.

The post holder is required to be an autonomous practitioner, clinically expert in the specialist area of infection prevention and control, and able to lead the organisational response to a range of infection challenges, including novel and emerging issues where precedents do not apply.

The post holder is fully accountable for directing, leading and driving progress in the identified areas of responsibility within national and local parameters of infection prevention and control.

The post requires a high degree of autonomy and independent working with a high percentage of the workload identified and prioritised by the post holder. This will require proactive forward planning.

The post holder has the autonomy to plan and prioritise the work of the Infection Prevention and Control Team within the framework of the annual planned programme that is approved by the Corporate Management Team (CMT) and Infection Prevention and Control Committee.

The post holder is responsible for prioritising work that is generated by national reports, policy, guidance and evidence-based research which is not included in the planned programme.

The post holder's work will be reviewed and appraised by Executive Nurse Director in line with NHS Lanarkshire Workforce Policies.

The Executive Nurse Director will give authority where necessary for the post holder to process matters out with the scope of their delegated authority.

## **8. COMMUNICATIONS AND WORKING RELATIONSHIPS**

In support of our core purpose, Our Health Together, to achieve the healthiest life possible for everyone in NHS Lanarkshire we are committed to a culture that reflects NHS Lanarkshire's core values:

- Care and compassion
- Dignity and respect
- Openness, honest and responsibility
- Quality and teamwork

The post holder is required to work collaboratively in a safe, caring and respectful way.

The post holder will facilitate positive working relationships throughout the organisation to promote the control of infection as a priority in the delivery and development of healthcare, to ensure patient safety.

### **Communications**

The post holder will have key links and work strands with external agencies such as NHS Scotland Assure/Health Improvement Scotland (HIS) /Antimicrobial Resistance and Healthcare Associated Infection (ARHAI) / Health Facilities Scotland (HFS), wider Scottish Government Directorates and the National Infection Control Network.

The post holder requires to keep informed of HAI requirements and evidence and communicate these effectively to a wide variety of audiences.

Act as an exemplary senior professional role model at all times and lead, motivate and develop all staff within the service, to ensure that they have the necessary direction, knowledge and skills to meet work objectives on an ongoing basis.

Communicate highly complex and contentious information to all levels of staff where the actions from this information have an impact on the delivery of clinical practice across NHS Lanarkshire including:

- Actions from HEI inspections where infrastructure/policy/practice change is required to be delivered within existing resources.
- Communicating complex/highly emotive information (patient outcome data) to clinicians with regards to failure to meet national policy or local delivery plan standards, e.g. Staphylococcus aureus bacteraemia Local Delivery Plan standards.
- Feedback to service managers on patient safety issues in relation to practice which may be influencing numbers of cases in a constructive and supportive manner utilising high level interpersonal, motivational, education and communication skills.
- Responses to complaints, litigations, parliamentary questions and freedom of information enquiries, which can involve communicating with bereaved family members.

The post holder will be responsible for working closely with service delivery teams and communicating progress on the implementation of the infection control programme to the CMT, healthcare Governance Committee, NHS Board, Scottish Government and NHS HIS.

## **Relationships**

### **Internal**

Work closely Infection prevention and Control team, Chief Executive, NHS Board Executive Directors, Acute and Health and Social Care Partnerships (HSCPs) Management teams, NHSGGC Board and Public Health & Health Protection, IPC Nurse consultant for Monklands replacement project

### **External**

Scottish Government Health Directorates, National NHS Agencies, other NHS Boards and Higher Education Institutes.

Regular communication will take place with:

- NHS Board
- Directors
- Senior Managers
- Clinical staff of all disciplines – trained and untrained
- Non-clinical – trained and untrained
- Consultant Microbiologists
- Public Health
- National NHS Agencies e.g. Scottish Government Health Department, Health Protection Scotland, Quality Improvement Scotland, Central Legal Office
- Occupational Health Service
- Health & Safety
- Hotel Services
- Estates
- Corporate Communications
- Independent Contractors – General Medical Practitioners, General Dental Practitioners
- Patients and relatives

The post holder will utilise a range of communication methods including:

- Written reports
- Verbal reports
- E-mail
- PowerPoint Presentations
- Meetings
- Training/education sessions to target audiences ranging from 1 – 100+ individuals

The purpose of the communication includes

- Informing and advising the NHS Board, directors, senior managers and Committees

- Providing information for Parliamentary Question response, Freedom of Information requests, complaint responses, etc.
- Reporting on NHS Lanarkshire compliance with national mandatory and best practice standards
- Advising and instructing staff on infection control policies and procedures
- Risk assessment
- Prioritising IPC requirements based on available resources
- Effective outbreak/incident management
- Policy and guideline development
- Explaining infection control measures to patients and relatives
- Advising occupational health and individual staff on fitness to work
- Briefing Corporate Communications to allow preparation of Press Statements
- Influencing the national Infection Control agenda
- Providing leadership and supervision to the IPC Nurse consultant for the Monklands replacement project

## **9. MOST CHALLENGING PART OF THE JOB**

- Providing assurance through adaptive clinical/technical leadership and robust systems and processes that the patient safety and quality agendas are being delivered at every level of the organisation on matters related to infection prevention and control by creating a Board to Point of Care culture within NHS Lanarkshire where Infection Prevention and Control is an integral part of everyday working practice of all staff at all levels and within all disciplines.
- The post holder requires to make frequent autonomous judgements involving highly complex information and data, often including different expert opinions, which require analysis, interpretation and appropriate risk assessment and progression from a range of options. The timescales nationally are often short and challenging.
- Leading change in a form that promotes proactive visioning and delivers co-operative working towards innovative solutions that ensure the provision of safe effective and person-centred care and treatment.

- Leading on complex agendas with competing and conflicting priorities in terms of resources and timescales for delivery whilst gaining the co-operation and agreement of stakeholders to deliver both local priorities and corporate goals.
- Communications of complex or contentious service-related information to NHS Board Directors, senior managers and large meetings or groups of staff as requested, (e.g. updates to Clinical and Care Governance Committees, Board Committees, National Groups and seminars).
- The mental demands related to this post are challenging as the position requires a skilful balance of complex priorities to achieve important agreed goals where much of the delivery will be through successfully engaging and motivating others.
- Ensuring that high quality infection prevention and control advice and input is maintained across the whole spectrum of NHS Lanarkshire services from clinical to non-clinical services at all levels from directors to untrained operational staff. This creates enormous and varied demands on the IPCT.
- Unpredictable work pattern alongside high expectation of continuously providing high quality advice in all areas of practice.
- Critically evaluating information and synthesising knowledge to formulate advice continuously.
- Resolution of conflict.
- Constant requirement for up-to-date technical information in relation to areas of practice.
- Balancing the needs and the requirements of the IPCT as well as the application of day-to-day operational issues and demands of the job, using a risk management approach.
- Formulation and adjustment of strategies and plans when situations are unfolding and there are high levels of uncertainty.

## **10. SYSTEMS**

The post holder will adhere to the NHS Lanarkshire IT Security Policy as well as National Data Protection Guidelines and Corporate Records Management. The following are examples of systems which will be used when undertaking the role:

- Alert Organisms Surveillance Database
- Revive – Laboratory Results Reporting

- eESS - Record personally generated information such as training records, NMC registration data, sickness absence monitoring, additional hours monitoring and mandatory training.
- TURAS- Performance management staff.
- DATIX - the Clinical Risk system.
- Trak – Patient information system.
- Microsoft teams.
- Microsoft office - Use computer software on a daily basis to create reports, spreadsheets, and PowerPoint presentations for relevant services/bodies/committees as required and to produce annual reports.
- Business Objects

**Note:** New systems may be introduced as the organisation and technology develops, however training will be provided.

## **11. PHYSICAL, MENTAL, EMOTIONAL EFFORT**

### **Physical Skills:**

Advanced keyboard skills for the purposes of manipulating data/production of complex and highly specialist reports

It is essential that the post holder is a car driver.

### **Physical Effort/Demand:**

May be required to sit for prolonged periods at a PC/laptop or in meetings/conferences

Moving and handling of IT equipment from car to multiple sites (2-5kg at least 3 times weekly)

### **Mental:**

High level of concentration required when undertaking autonomous judgements/developing reports involving, highly complex scientific, technical and research-based information, which require analysis, interpretation and appropriate progression from a range of options and differing opinions. This post holder must assimilate, summarise and present highly complex scientific, technical and evidence-based information in a manner that is easily understood by the target audience, which includes staff at all levels of the organisation. Strict and challenging deadlines set by the NHS Board, Directors, committees and the

Scottish Government Healthcare Associated Infection Policy Unit (HAIPU) all have to be met.

Responding to nationally set timescales which are often short and challenging, and may require frequent re-prioritisation of work.

Concentration when compiling reports, dealing with frequent interruptions, e.g. to provide advice.

The work pattern is very unpredictable based on the requirements of clinical and non-clinical departments. IPC emergencies such as outbreaks/incidents take priority and require immediate action.

Required to adjust and respond to the constantly changing and developing situation and re-prioritise and address the original goals and activities that were being undertaken before the emergency situation arose.

**Emotional:**

The national profile of HAI can make it difficult to deal with the conflict that can arise between public/media perceptions of infection control and the reality.

Endeavouring to negotiate change in complex situations to facilitate optimal IPC practice, whilst negotiating with the operational management challenges faced by the service providers.

The demands of the post result in daily interruptions to planned work programme.

The post holder will deal with distressed patients and relatives and explaining the rationale for infection control measures such as isolation.

Endeavouring to negotiate change in complex situations to facilitate optimal Infection Control practice

Indirect exposure to unexpected deaths

Dealing with bereaved family members in the context of complaints

## **12. ENVIRONMENTAL / WORKING CONDITIONS & MACHINERY AND EQUIPMENT**

Standard use of computer for word processing and systems such as Word, Excel, e-mail, LanQip, spreadsheet and graphical interface and occasional data entry

The post holder:

- Uses computer software to provide reports, acquire information, receive activity and finance data, and to optimise communication via e-mail and the functionality of Microsoft 365 and use of Teams.
- Is responsible for the generation, maintenance and security of staff electronic and manual records
- Use of car – driving skills are required as travelling between sites and other locations is an essential element of the post.

Working Conditions:

- Daily VDU use
- Frequent travel between wards, departments and hospital sites (minimum weekly) over a large geographical area, which may include inclement weather.
- Occasional indirect vicinity of bodily fluids/foul linen

Note: New equipment may be introduced as the organisation and technology develops, however training will be provided

## **13. QUALIFICATIONS AND/OR EXPERIENCE SPECIFIED FOR THE POST**

### **Qualifications**

#### Essential

- Professional registration NMC, GMC, or HCPC Registration.
- Relevant Masters-level degree (SCQF Level 11) and evidence of working towards doctoral (SCQF level 12) level study
- Recognised Infection Control Qualification (e.g. Post Graduate qualification /MSc in Infection Prevention and control) with practical consolidation working within the field of infection prevention control.
- Recognised Management/Leadership Qualification, or equivalent experience

## **Experience, Skills and Competencies**

### Essential

- Evidence of continuous professional education and development and the ability to direct and contribute to the development of team members and other multidisciplinary teams across NHS Lanarkshire.
- Evidence of significant experience at senior managerial professional or managerial level in Infection Prevention and Control within the NHS.
- Specialist knowledge over a broad range of subjects across different organisations and across different disciplines including clinical services, the built environment, soft FM services, primary and acute care, laboratory medicine and the management of a broad range of communicable diseases and would require significant previous experience in a large complex organisation to support this.
- Extensive experience in IPC landscape including policy, guidance, as well as working knowledge of national and international IPC guidelines and policies.
- Managerial experience including change management, service management, budget management and management of staff.
- Demonstrate an up to date of current IPC policy and guidance and its application into practice to reduce the risk of avoidance harm from infection.
- Good knowledge of quality management theory and systems, transformation, change and innovation theory, quality improvement and methodologies – with evidence of putting these into practice successfully.
- Significant experience in Educating others and quality improvement methodologies that enhance and improve practice and education of staff
- A significant and demonstrable track record of success in the management of service improvement, in the delivery and monitoring of high quality standards of care, in the planning and delivery of successful organisational change and in proactive partnership working internal and external to the NHS
- A high level of performance in the leadership behaviours identified as crucial within NHS Scotland such as: working in partnership, learning and development, caring for staff, improving performance through team working, communicating effectively, improving quality and achieving results

- Demonstrable in-depth understanding of clinical and care governance principles and the development of systems and frameworks to establish clear accountabilities based on professional codes of practice
- Ability to inspire and motivate staff and create energy and momentum which drives excellence, transformation and improvement
- Excellent well-developed interpersonal and strategic skills and a supportive and visible leadership style which demonstrates competencies in the critical leadership behaviours identified as crucial to achieving success within NHS Scotland.
- Excellent presentation, communication, problem solving and report writing skills
- Demonstrate the ability to work in emergent and complex scenarios and must be able to provide guidance and support that engenders confidence in senior colleagues charged with implementing significant change programmes
- Ability to deal with distressed staff/public and others on a range of issues and complaints. Ability to deal with complex and/or sensitive information.
- Ability to maintain a high level of performance when faced with opposition or hostility from others.
- Awareness of the changing political agenda and landscape

# Person Specification

## ***Qualifications and Training***

- Professional registration (NMC, GMC, or HCPC).
- Relevant Masters-level degree (SCQF Level 11) and evidence of working towards doctoral (SCQF level 12) level study.
- Recognised Infection Control Qualification (e.g. Post Graduate qualification /MSc in Infection Prevention and control) with practical consolidation working within the field of infection prevention control.
- Recognised Management/Leadership Qualification, or equivalent experience.

## ***Experience and Knowledge***

- Evidence of significant experience at senior managerial professional or managerial level in Infection Prevention and Control within the NHS.
- Specialist knowledge over a broad range of subjects across different organisations and across different disciplines including clinical services, the built environment, soft FM services, primary and acute care, laboratory medicine and the management of a broad range of communicable diseases and would require significant previous experience in a large complex organisation to support this.
- Extensive experience in IPC landscape including policy, guidance, as well as working knowledge of national and international IPC guidelines and policies.
- Managerial experience including change management, service management, budget management and management of staff.

## ***Personal Qualities***

- Ability to inspire and motivate staff and create energy and momentum which drives excellence, transformation and improvement.
- Excellent well-developed interpersonal and strategic skills and a supportive and visible leadership style which demonstrates competencies in the critical leadership behaviours identified as crucial to achieving success within NHS Scotland.
- Excellent presentation, communication, problem solving and report writing skills.
- Demonstrate the ability to work in emergent and complex scenarios and must be able to provide guidance and support that engenders confidence in senior colleagues charged with implementing significant change programmes.

# Conditions of Service

<b>POST</b>	Director of Infection, Prevention and Control
<b>BASE</b>	NHS Lanarkshire Headquarters Fallside Road, Bothwell, G71 8BB

## Grade and Remuneration

Agenda for Change Band 8D. Ranging from £99,534 to £103,795 per annum. Entry point of the salary scale will take account of previous experience. Your salary will be paid into your bank account on the last Wednesday of each calendar month.

## Hours of Work

The post is full-time. For pay purposes the working week will be deemed to be 37 hours. You will be expected to work the hours required to do the job including evening and weekend work.

## Annual Leave and Public Holidays

The annual leave entitlement including 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 1st April to 31st March.

## Motor Vehicle Provision

There may be provision for a leased car.

## Sick Pay

Entitlement 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

NHS Lanarkshire operates a strict 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.

## **Conditions of Service**

Conditions of service are those laid down and amended from time to time by the arrangements for Executive and Senior Management Pay and by the UK Staff Council and as set out in the Agenda for Change NHS Terms and Conditions Service Handbook.

## **Superannuation**

On 1st April 2015 a new NHS Pension scheme (NHS 2015) was introduced. If you are joining the NHS Pension Scheme for the first time you will be in the 2015 scheme and your normal pension age (NPA) will be equal to your state pension age (SPA). If you have re-joined the scheme after a break of five years or more, you will be a member of the NHS 2015 scheme. All new employees commencing employment will automatically become a member of the pension scheme. Further information on the scheme, protection and/or members guides are available at [www.sppa.gov.uk](http://www.sppa.gov.uk). Alternatively contact an advisor of The Scottish Public Pensions Agency (SPPA) tel: 01896 893000.

## **Disabled Applicants**

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. NHS Lanarkshire has been approved by the Employment Services Department as an Equal Opportunities Employer with a positive policy towards employment of disabled people. NHS Lanarkshire guarantees to interview all applicants with disabilities who meet the minimum criteria for the post.

Please contact Michelle Gormley, Senior Recruitment Advisor at [michelle.gormley@lanarkshire.scot.nhs.uk](mailto:michelle.gormley@lanarkshire.scot.nhs.uk) should you wish to discuss any arrangements.

## **Immigration Act 2016**

The Immigration Act 2016 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.

## **Travel Expenses Incurred when attending for Interview**

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 **not** be made to individuals who refuse an offer of employment on grounds which, in the opinion of NHS Lanarkshire, are inadequate.

## **Relocation Expenses**

Relocation expenses will be payable to the successful candidate in accordance with the Board's Policy. This is available on request from the Human Resources Directorate. Candidates who require to relocate to take up post should discuss this with the Director of Human Resources.

## **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 will make an assessment on your fitness to carry out the post based on the information contained within the questionnaire. In certain circumstances, further information may be required before clearance can be given and Occupational Health may contact you by telephone to request that you attend for an appointment. Clearance must be obtained before any new employee commences employment with NHS Lanarkshire. 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.

## **Informal Enquiries**

If you wish an informal discussion about the role, please contact Trudi Marshall, Executive Director of Nursing, Allied Health Professions via Danielle Wilson on 01698 752590 or alternatively by email on [danielle.wilson@lanarkshire.scot.nhs.uk](mailto:danielle.wilson@lanarkshire.scot.nhs.uk).

# Selection Process

The Job Description and Person Specification is designed to inform potential applicants on the essential experience and personal attributes which are sought in the appointment of the Director of Infection, Prevention & Control.

Assessment against the competencies for the post, along with the essential experience and personal attributes will feature throughout the recruitment and selection process for the appointment.

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.

Further information can be found through the following link:

<https://leadingtochange.scot/>

In practice this means that shortlisted candidates for this role will participate in:

- Stakeholder Engagement / Team Fit Session
- Competency and Behavioural Based Interview

Timescales are as follows:

- Closing date for applications is 9 February 2025.
- Shortlisted candidates will be notified and invited to participate in a psychometric assessment and competency behavioural based interview.
- Stakeholder engagement exercise will take place at NHS Lanarkshire's Headquarters in Bothwell, Lanarkshire, on 21 February 2025.
- Values Based Competency Interview by a panel will take place week commencing 3 March 2025.

# NHS Scotland Core Leadership Competencies

## 1. Strategic Focus

- 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

- 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

- 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**

- 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**

- 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**

- 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**

- 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**

- 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**

- 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).

# Lanarkshire - The Place

NHS Lanarkshire is the third largest health system in Scotland with around 15,400 staff and a baseline recurring budget of £1.7bn, serving a community of circa 652,000 people, through:

- Three acute hospitals – University Hospital Hairmyres, University Hospital Monklands and University Hospital Wishaw
- Around 94 GP Practices
- Spans two local authority areas – North Lanarkshire Council and South Lanarkshire Council with two Integration Joint Boards, North Lanarkshire IJB and South Lanarkshire IJB.

NHS Lanarkshire and North and South Lanarkshire Councils formed the North and South Lanarkshire University Health and Social Care Partnerships to develop a wide range of community facing health improvement, health and social care services with locality-based planning and delivery.

The Partnerships include a range of community health and social care services, community hospitals (mainly for long term conditions and continuing care for older people), as well as a wide range of services for patients with mental health problems and learning disabilities. Services also include GP Practices providing many primary and community care services throughout Lanarkshire.

<https://hscnl.org.uk/>

<https://www.slhscp.org.uk/>

# Our Vision

To enable healthier, longer lives by delivering compassionate, innovative, sustainable and high-quality health and care services that empower people and reduce inequalities.

**Workforce** - We will work with our staff and trade union colleagues to ensure that NHS Lanarkshire is a great place to work, with a positive and inclusive culture; that our staff are treated fairly with dignity and respect; and that our teams have opportunities to grow and develop.

**Access & Services** - We will work with our communities to ensure that NHS Lanarkshire enables them to readily access effective, timely and responsive support and services; that our patients are treated fairly with dignity and respect; and that local people have increasing agency over their health.

**Innovation & Quality** - We will design and drive the transformation of our and services, prioritising safety, quality improvement and innovation so as to deliver effective and affordable care for the benefit of our communities.

**Finance & Delivery** - We will ensure that we deliver best value for our patients through the effective use of budgets and operating within the funding available to us; and that our governance mechanisms provide robust assurance that we are prioritising our resources effectively and responsibly to secure the most health benefit for our communities.

## Our Corporate Objectives 2024/25

The Board's Corporate Objectives for 2024/25 have been approved.

Please see link below:

<https://www.nhslanarkshire.scot.nhs.uk/download/corporate-objectives/>

Link to the Annual Delivery Plan

<https://www.nhslanarkshire.scot.nhs.uk/download/2024-may-29-board-papers/>

# Our Values

Everyone Matters: 2020 workforce vision published in June 2013 sets out the vision for the workforce and the values that are shared across NHS Scotland.

- care and compassion
- dignity and respect
- openness, honesty and responsibility
- quality and teamwork

The Health and Social Care: national workforce strategy published in March 2022 sets out the vision for the health and social care workforce. It supports the tripartite ambition of recovery, growth and transformation of the workforce and the actions to achieve the vision and ambition.

Link to the Health and Social Care: National Workforce Strategy

<https://www.gov.scot/publications/national-workforce-strategy-health-social-care/pages/2/>

# Our Context

## **The Board**

Lanarkshire NHS Board (the Board) is a strategic body, accountable to the Scottish Government Health and Social Care Directorate and to Scottish Ministers for the functions and performance of NHS Lanarkshire. The Board consists of the Chair, Non-Executive Directors (who are publicly appointed by the Scottish Ministers), Stakeholder Non- Executive Directors including the Employee Director, Area Clinical Forum Chair, representatives of North and South Lanarkshire Councils and Executive Directors.

The NHS Board's role is to improve the health and wellbeing of the people of Lanarkshire through robust, accountable and corporate governance systems. The Board's role is to set strategic aims, hold the executives to account for the delivery of those aims, determine the level of risk the Board is willing to accept, influence the organisation's culture and engage with stakeholders on the stewardship of public money and the priorities of the Board.

## **Composition of the Board: Non-Executive Directors**

- Chair
- 14 Non-Executive Lay Members (including 1 Whistleblowing Champion)
- Chair - Area Clinical Forum
- Chair - Area Partnership Forum
- 2 Local Authority Elected Members - 1 from North Lanarkshire Council and 1 from South Lanarkshire Council

## **Executive Directors:**

- Chief Executive
- Director of Public Health and Health Policy
- Executive Director of Finance
- Executive Medical Director
- Executive Director of Nursing, Midwifery and Allied Health Professions

NHS Lanarkshire also has three Deputy Chief Executives with a portfolio of responsibilities in addition to their substantive roles. These are:

Deputy Chief Executive – Finance, Performance and Risk. Currently held by the Director of Finance.

Deputy Chief Executive – Strategy, Transformation and Reform. Currently held by the Director of Planning, Property and Performance.

Deputy Chief Executive – Corporate, Governance and Culture. Currently held by the Director of Human Resources.

## **Our Health Together: Living our best lives in Lanarkshire**

Our new healthcare strategy, 'Our Health Together – Living Our Best Lives in Lanarkshire' is a route map that starts us on a journey to deliver positive change. We will work with our staff, communities and partners to explore together how we can reform to deliver sustainable, affordable services that provide person-centred high-quality care. We have already started this process, and our communities and staff were involved in a far reaching engagement process during 2023 where we sought to understand what matters to people who use our services, or staff and the wider community.

A lot has changed since we published our previous strategy, 'Achieving Excellence,' in 2017. The pandemic and cost of living crisis` impact has been greatest on our most vulnerable groups. To deliver a better patient experience, we must transform our models of care, improve performance and ensure we make best use of resources to achieve best value. This includes taking action to promote good health. We have identified 4 priority areas of focus – Urgent and Emergency Care, Planned Care (including outpatients and surgery), Mental Health and Primary Care (which includes general practice).

The exciting development to replace the University Hospital Monklands provides opportunities to explore ideas for innovation and service redesign. Adopting new approaches for health care provision across our whole system will deliver a better experience for our patients and service users.

<https://www.nhslanarkshire.scot.nhs.uk/our-health-together/>

# Monklands Replacement Project

The Monklands Replacement Project (MRP) is NHS Lanarkshire's exciting and positive vision for University Hospital Monklands and the local and wider community it serves, proposing a major investment in Lanarkshire's hospital estate by rebuilding the hospital on a new site. NHS Lanarkshire has now purchased the 161.5 acre site for the state-of-the-art facility at Wester Moffat, Airdrie. The existing Monklands Hospital is now more than forty years old and will struggle to adapt to the rapidly changing needs of the future healthcare environment and its associated infrastructure. This project will deliver a new acute hospital in circa 2031 to meet these challenges.

The new, state-of-the-art University Hospital Monklands will support the required clinical model to meet the objectives set out in NHS Lanarkshire's healthcare strategy, Our Health Together which has the ambition to: shift care away from inpatient treatment to day case, day treatment, outpatient and community care; develop pan-Lanarkshire hospital centres of excellence; and support the healthcare needs of the wider West of Scotland.

The key investment objectives for the MRP that were set out in the Initial Agreement and remain central to the project are to:

- Improve person-centred services
- Improve the safety of patient care
- Improve clinical effectiveness and enhancing patient experience and clinical outcomes
- Improve the quality of the physical environment
- Provide flexible and adaptable facilities across the healthcare system

The new hospital will have over 470 beds within a new acute hospital extending over approximately 100,000m<sup>2</sup>. The clinical requirements are based on a requirement for 100% single rooms and include a range of departments necessary for a major acute hospital such as theatres, emergency department, endoscopy, infectious diseases, critical care, outpatients, renal, radiotherapy, and imaging. At a cost in the 100's of millions of pounds, the new Monklands hospital will be the largest infrastructure project in Scotland when under construction. As part of this, NHS Lanarkshire are required to work with a number of external Parties to provide assurance, including the newly formed NHS Scotland Assure. The Outline Business Case was approved by Scottish Government in July 2023 and we are now progressing to submit the Full Business Case in 2025.

## **Net Zero Carbon Pathfinder Project**

The Energy Efficient Scotland Route map requires public sector buildings to be zero carbon by 2050 and the Scottish Government has also called a Climate Emergency, committing to become a net zero carbon economy by 2045. The Net Zero Carbon Public Sector Buildings (NZCPSB) standard (“the Standard”) is a new voluntary standard which has been developed by Scottish Government to support the Public Sector in setting ambitious targets to achieve net zero outcomes for new buildings and major refurbishments.

The Standard supports a challenging, credible path to net zero carbon materials and energy supplies for all non-domestic buildings. By 2045, projects that adopt the Standard will achieve zero embodied carbon during construction and subsequently the whole life of projects, including operational energy. The Monklands Replacement Project has been selected as a pathfinder project for the new standard which has resulted in the requirement for an all-electric hospital. This demands innovative solutions and a substantial energy centre to accommodate all of the required technology.

## **Scotland’s First Digital Hospital**

The construction of a new Monklands Hospital has also created the opportunity and ambition for the new Monklands University Hospital to be Scotland’s first digital hospital, directly benefitting its local community of patients, staff and visitors. Technology will be used to allow patients to access care advice and to navigate their way through the hospital easily and intuitively. The new hospital will ensure safer, better patient care and value for staff and for patients through the use of digital technology and real time information to support an efficient and effective patient journey. The hospital will have new digital systems to support patients and their clinical teams.

For further information please visit to <https://www.monklands.org/>.

## **Health Inequalities**

The Board is committed to addressing health inequalities throughout Lanarkshire and, working with our Community Planning Partners, there will be a renewed focus on improving the exacerbated socioeconomic and health inequality challenges faced by Lanarkshire since the pandemic.

The Board has adopted a 'place-based approach' to regenerate what will be the vacant Monklands Hospital site, and the work we are taking forward with Strathclyde University and Professor Sir Harry Burns will form part of our wider triple lens strategic approach to tackling health inequalities in Lanarkshire.

## **University Strategic Partnerships**

NHS Lanarkshire has entered into strategic partnerships with Glasgow Caledonian University in 2017 (and renewed in 2023). The University of the West of Scotland in 2018; and Strathclyde University in 2019. This resulted in the Board gaining university status for all three universities and both health and social care partnerships.

# Living in Lanarkshire

Within the UK, Lanarkshire is situated in the heart of Scotland's central belt, the area offers an ideal combination of tranquil parks and market towns, with something for everyone.

Centrally located between Glasgow (c. 20 minutes) and Edinburgh (c. 40 minutes) you can easily commute or, should you wish to relocate, you can choose either a substantial Lanarkshire town or a more relaxed rural location and still have the attractions of two major cities on your doorstep. The county offers accessible links to major cities with easy access to major motorway/rail routes and international airports allowing you to travel across Scotland, the UK and beyond. There are many attractions within Lanarkshire, including:

- New Lanark World Heritage Site
- Antonine Wall World Heritage Site
- The Falls of Clyde
- Summerlee - The Museum of Scottish Industrial Life
- The National Museum of Rural Life
- Strathclyde Country Park
- Scottish Wildlife Reserves on the shores of the River Clyde
- Various museums, galleries, castles, heritage centres
- Numerous country parks.

## Schools

The majority of Glasgow's independent schools are located just outside the city centre.

<https://www.mytopschools.co.uk/private-schools-glasgow/>

St Aloysius' College <https://www.stalloysius.org/>

Hutchisons' Grammar School <https://www.hutchesons.org/>

Hamilton College <https://www.hamiltoncollege.co.uk/>

To find more information about living and working in Scotland please visit:

[www.visitlanarkshire.com](http://www.visitlanarkshire.com)

[www.visitscotland.com/destinations-maps/glasgow-clyde-valley/](http://www.visitscotland.com/destinations-maps/glasgow-clyde-valley/)

[www.southlanarkshire.gov.uk](http://www.southlanarkshire.gov.uk)

[www.northlanarkshire.gov.uk](http://www.northlanarkshire.gov.uk)

<https://www.scotland.org/>

<https://moverdb.com/moving-to-glasgow/>

# Useful Websites

**NHS Lanarkshire** - <https://www.nhslanarkshire.scot.nhs.uk/>

**Scotland's Health on the Web (SHOW)** - [www.show.scot.nhs.uk](http://www.show.scot.nhs.uk)

**North Lanarkshire Council Website** - [www.northlanarkshire.gov.uk](http://www.northlanarkshire.gov.uk)

**South Lanarkshire Council Website** - [www.southlanarkshire.gov.uk](http://www.southlanarkshire.gov.uk)

**NHS Lanarkshire Finance** -

<https://www.nhslanarkshire.scot.nhs.uk/download/annual-report-and-accounts-for-year-ending-march-2024/>

**Link to Monklands Replacement Project** - <https://www.monklands.org/>

**Link to our Healthcare Strategy** - <https://www.nhslanarkshire.scot.nhs.uk/our-health-together/>