

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



**Head of Access and Planned Care Transformation**

# **Candidate Information pack**



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# Pack Contents

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

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# Welcome from the Chief Executive

Thank you for the interest you have shown in this post. I hope that the information in this pack will help you to decide and encourage you to apply for this post.

In recent years through our culture development work we have re-defined the purpose, values and behaviours that are the foundation for our approach to health and social care delivery. You will find more information on our purpose and values in this pack.

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. We are committed to working together with the Integrated Joint Boards in Ayrshire on a whole system approach with our health and care teams and communities to reform services to meet these challenges and fulfil our purpose and deliver excellent, person centred care and services to the citizens of Ayrshire. We have set out our longer term strategic vision for health and care services under the banner of 'Caring for Ayrshire'.



Delivering high quality, safe, person-centred care to every person every time is our clear aim. This can only be achieved when our staff feel valued and fully engaged. NHS Ayrshire & Arran has a clear commitment to retaining, developing, supporting and attracting, staff with a key focus on improving staff's health, safety and wellbeing.

I am sure that you will have many questions and we would be delighted to hear from you in order to further your knowledge of this post and of NHS Ayrshire & Arran.

Kind regards,

**John G Burns**  
**Chief Executive**

# Advert

NHSA&A are seeking an exceptional individual for the role of Head of Access and Planned Care Transformation. You will have an in-depth knowledge of Access Targets for planned care, access collaborative initiatives, modernising outpatient programme and significant experience in providing innovative solutions towards meeting organisational objectives within a high quality patient care environment. This will include the ability to manage change and deliver improvements in access targets and planned care.

The ideal applicant will demonstrate experience of working within a large, complex organisation, and have a proven track record of working with senior managers and clinicians. They will be able to operate under pressure and have an in-depth knowledge and experience of clinical services and financial management.

You will utilise your excellent communication skills to work with internal and external stakeholders to achieve desired outcomes, and be able to influence staff to provide high quality patient care. You must demonstrate the ability to earn the confidence and respect of staff and partners in order to develop a positive culture which encourages initiative, and open communication.

The post will be based at Eglinton House, Ailsa Hospital, although travel between NHSA&A sites will be required.

This is a great opportunity in an exciting role for individuals who want to be part of reshaping acute care for the future and being part of a team where people matter while contributing to NHSA&A's reform of its services via the *Caring for Ayrshire* programme.

For a confidential discussion or to arrange a visit to NHSA&S, please contact Joanne Edwards on 01292 513396 or [Joanne.Edwards29@nhs.net](mailto:Joanne.Edwards29@nhs.net)

Closing date for applications: Thursday 20<sup>th</sup> February 2020

Interviews will be held on Tuesday 10<sup>th</sup> March 2020

## Section Two

### About NHS Ayrshire and 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. Our operational frontline services are provided through four distinct operational units – Acute Services and the Health and Social Care Partnerships in East, North and South Ayrshire.

NHS Ayrshire & Arran serves a mixed rural and urban population of 376,000. We have 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.



The healthcare challenge within the area is considerable: our population suffers higher than average rates of coronary heart disease, lung cancer, respiratory illnesses and premature death among males. Ongoing lifestyle issues such as the prevalence of smoking, poor diet and lack of exercise are key factors, as is the steadily ageing profile of the population.

Here in NHS Ayrshire & Arran, we want the best for our staff and the best for local people. We pride ourselves on improving health and providing a comprehensive range of high quality, safe, effective and person-centred health services. Our strategic direction is based on continuous improvement and services that are centred on patients and service underpinned by our organisational commitments.

### 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.

## Our Common Purpose



# Delivering our services

## 2020 vision

In September 2011, the Scottish Government set out the strategic vision for the delivery of healthcare services in Scotland.

Our vision is that by 2020 everyone is able to live longer, healthier lives at home or in a homely setting. We will have a healthcare system where:

- we have integrated health and social care;
- there is a focus upon prevention, anticipation and supported self management;
- if hospital treatment is required, and cannot be provided in a community setting, day case treatment will be the norm;
- whatever the setting, care will be provided to the highest standards of safety and quality with the person at the centre of all decisions; and
- there will be a focus on ensuring that people get back into their home or community environment as soon as possible with minimal risk of readmission.

In February 2014, Ayrshire and Arran NHS Board approved 'Our Health 2020' as NHS Ayrshire & Arran's health and wellbeing framework. The framework described how we would fulfil the national 2020 vision for health services locally and a number of key statements of intent were defined:

## Strategic Change - Our Health 2020



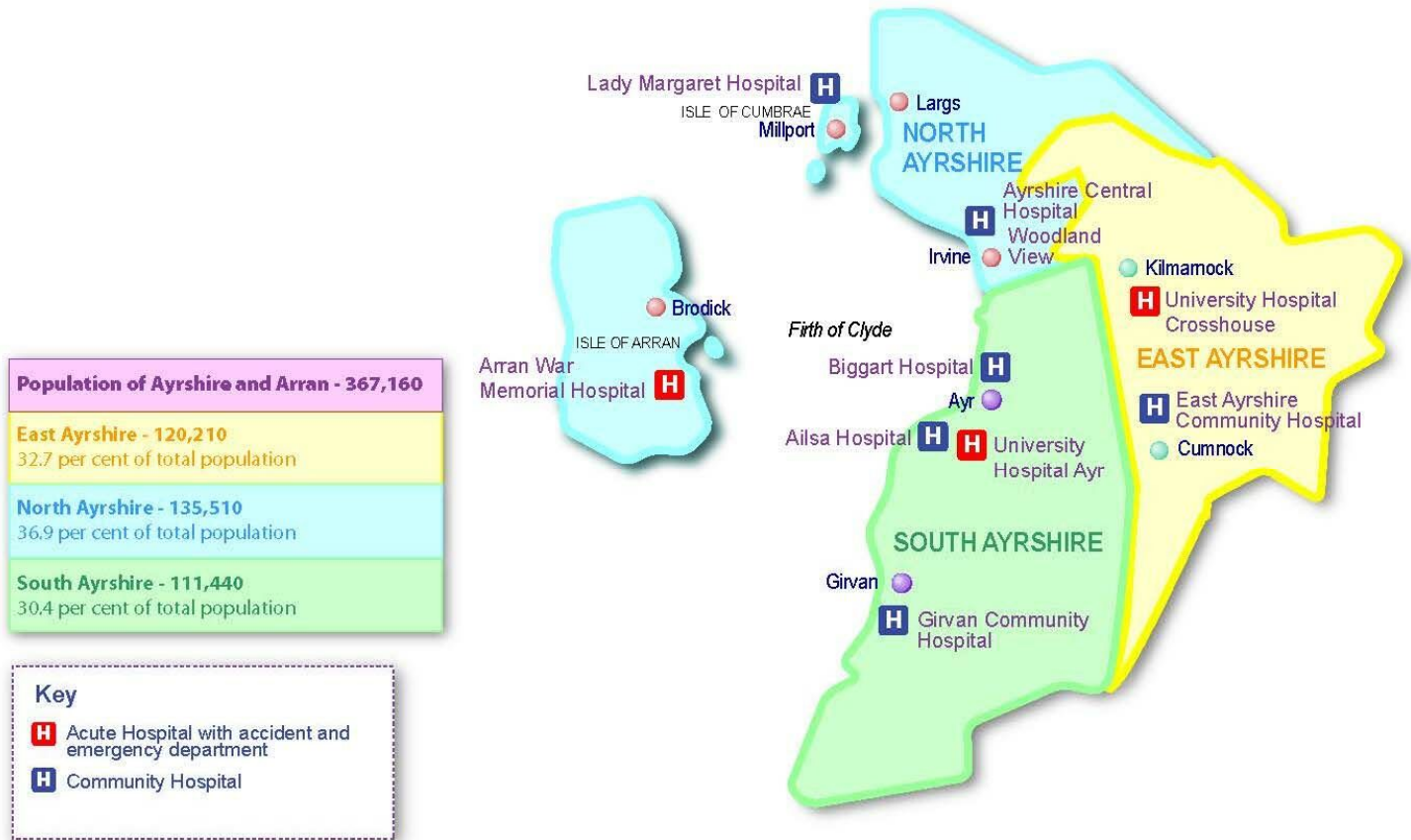
**Our Health 2020:**  
A health and wellbeing framework for Ayrshire and Arran

- An overall theme of partnership and co-production between the individual and the community with the NHS and its partners in the public, third and independent sectors.
- A strong local health service supporting people in their day to day lives to get the best from their health.
- Within this, a focus on making home and communities, rather than hospital, the hub for care.
- Maximising the potential use of technology to improve health and healthcare.
- A focus on reducing health inequalities, on prevention, anticipation and supported self management.
- Where hospital care is needed, it will be person centred, safe and effective.
- Where a pathway involving health and social care is required, it will be integrated and seamless.

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

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All our publications are available in other formats  
Visit our website www.nhsaa.nhs.uk

The map below illustrates the key hospital sites throughout Ayrshire and Arran:



## Acute services

Emergency and elective hospital services are provided by our acute services, which includes inpatient, outpatient and day case care. There are two district general hospitals within Ayrshire: University Hospital Ayr and University Hospital Crosshouse. These hospitals provide a wide range of acute services:

- ### University Hospital Ayr

University Hospital Ayr provides medical and surgical services on an inpatient, day case and outpatient basis. It is the main Accident and Emergency service for South Ayrshire. It provides a number of Ayrshire-wide services including Vascular Surgery, Ophthalmology and Urology. There are approximately 330 inpatient beds at Ayr.



- **University Hospital Crosshouse**

University Hospital Crosshouse provides medical and surgical services on an inpatient, day case and outpatient basis. It is the main Accident and Emergency service for East and North Ayrshire. Inpatient paediatrics, the Ayrshire Maternity Unit and the main Laboratories for Ayrshire are on the Crosshouse site. There are approximately 600 inpatient beds at Crosshouse



## **Community, mental health and learning disabilities services**

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:



Ayrshire 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. Our joint working arrangements are comprehensive with Children’s services, Adults, Older people and Justice services all encompassed within our model of integration. At a governance level our Board Non Executive members fully participate in Integration Joint Boards (IJBs) alongside local Councillors at a Leadership level and the Chief Officers of the IJBs participate fully as operational directors on NHS Ayrshire & Arran’s Corporate Management Team.

## **Community services**

General medical and dental services are provided throughout Ayrshire and Arran by general practitioners, dentists, community pharmacies and optometry practices. Community nurses, health visitors and Allied Health Professionals are all involved in providing care within our local communities.

Out-of-hours general medical services are provided by Ayrshire Doctors on Call (ADOC) within the community.



## Mental health and learning disability services

The majority of our inpatient mental health services, including the Intensive Psychiatric Care Unit, are provided at the newly built Woodland View facility in Irvine.

Learning disability assessment and treatment services are provided from Arrol Park in Ayr. Elderly mental health inpatient services are provided from Ailsa Hospital in Ayr, Ayrshire Central Hospital in Irvine and East Ayrshire Community Hospital in Cumnock. Community based services are provided throughout Ayrshire for a range of clinical groups: adults, child and adolescent, elderly and addiction services.



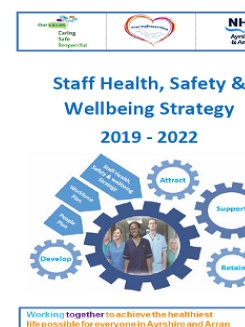
For more information on the full range of clinical services provided by NHS Ayrshire & Arran, visit our website: [www.nhsaaa.net](http://www.nhsaaa.net).

# NHS Ayrshire & Arran as an employer

NHS Ayrshire & Arran recognises that our staff are vital to delivering our purpose, values and commitments and to achieving our strategic objectives.

Our aim is to create an organisation where people want to work and strive to deliver excellence each day; where staff wellbeing and personal resilience are supported; where careers are interesting and developed; where staff are encouraged to reach their full potential; and where staff feel their contribution is recognised and valued.

To do this, we are implementing our People Strategy – People Matter and our Health Safety and Wellbeing Strategy to help us retain, develop, and support our current staff and attract the right staff with the right skills and values going forward and enhance their work experience. This will directly contribute to our aspiration to deliver excellent high quality services to every person, every time.



NHS Ayrshire and Arran has a suite of excellent Workforce Policies, including a number of policies for supporting life work balance, that demonstrate its commitment to being a modern, exemplar employer; showcasing our core values, and promoting consistent employment policy and practice that supports the implementation of the Staff Governance Standard and effective recruitment and retention.

Our staff have told us the unique factors that help to define us as an employer of choice:

- our friendly and supportive environment;
- our commitment to staff engagement and effective team working;
- our track record in creativity and innovation and our ability to successfully implement change and redesign;
- our track record in supporting our staff's learning, development and career aspirations, from our initial comprehensive corporate induction programme to the availability of a wide range of internal training, development and leadership programmes;
- our commitment to supporting flexible working through a wide range of family friendly policies; and
- our commitment to support and improve our staff's health, safety, wellbeing and resilience.



*“I work in a good size hospital, that is not too big and I have really welcomed the opportunity to be involved in service developments.”*

*“The people working here are fantastic, and the organisation is so supportive of staff’s development. Working here fulfils you professionally and gives great life work balance.”*

*“Living in Ayrshire provides a nice lifestyle. I drive to work through lovely countryside and I live close to the sea. There are great schools to choose from and if you want a big city fix, then you can get there in 30 mins. I wouldn’t want to live and work anywhere else. ”*

## Staff Health and Wellbeing

NHS Ayrshire and Arran is fully committed to supporting and improving the health, safety and wellbeing of its staff. The Board’s Staff Health, Safety and Wellbeing Strategy outlines the approach being taken to this and the range of activities and improvements. Key to this is our Occupational Health Service and Staff Care Service who provide a range of support and interventions to our staff.

Given the importance that being active has to improving health and wellbeing, the Board has a very intentional, focussed and well publicised physical activity approach – Work on Wellness WOW, which has both general and season specific branding, and provides a visible framework for communicating and promoting staff wellbeing activities, including Step count Challenges, Forest Fit Runs, Dog Walks, Cycling Challenges.



The Board has achieved and maintained the Healthy Working Lives Gold Award.



Our three main hospital sites – University Hospital Crosshouse, University Hospital Ayr and Ayrshire Central Hospital have Cycle Friendly Employer Status awarded by Cycling Scotland; which is a national recognition programme that provides an award scheme and funding to help employers make it easier for staff to cycle. The Board supports the Cycle to Work Employment Benefit Scheme, which provides support to staff to purchase a bicycle to allow them to cycle to work.



## Recognising Achievement and Celebrating Success

Recognising staff achievement and celebrating success is very important to NHS Ayrshire and Arran and Ayrshire Achieves provides a route throughout the year to recognise staff contributions and achievements and say thank you. Our annual Ayrshire Achieves Award Ceremony, funded by the Charity Fund, is a wonderful opportunity to applaud excellence, innovation and continuous improvement in the quality of care and services we provide and celebrate and thank those staff who demonstrate exceptional achievements during the year.

## Board Accreditation and Awards

The range of Board accreditation/recognition awards help to describe what is important to NHS Ayrshire and Arran and reinforce what staff can expect from their employer when they join NHS Ayrshire and Arran:

### Sustainability

NHS Ayrshire and Arran has been awarded a Silver Accreditation for our sustainability work – environmental, economic and social, and are the only Health Board in Scotland to have reached this standard. We want our staff to be active participants in this work to enable further improvements and work with us in making little changes that can make a big difference.

Some of our key successes have been:

- Energy – installing a combined heating and power plant to reduce utility costs and cutting CO2 emissions by 245 tonnes each year; installing a new renewable biomass plant, to reduce fossil fuel consumption and CO2 emissions by around 1,400 tonnes each year.
- Single Use Plastics – reducing single use plastic in a number of setting, e.g. stopping use of plastic cutlery in our staff dining rooms.
- Transport – procuring four new electric vehicles with Energy Saving Trust funding, and are working toward installing electric vehicle charging points, using Scottish Government funding; upgrading cycle paths at our sites to help those choosing to cycle to and from work.
- Greening Our Estate – developing a number of woodland walks and green spaces for staff, patients and visitors to use; developing a green gym and have an outdoor teaching & meeting centre. 30 hectares of underutilised woodland and meadowland have been used to create new pathways and green spaces; we have planted new trees and installed bat and bird boxes and bug hotels across our sites; and we have upgraded our cycle paths.



### Equality for All

NHS Ayrshire and Arran is committed to creating an open, inclusive working culture where all staff are at ease being themselves at work. We work to improve and embed this by raising awareness of the protected characteristics covered by the Equality Act; sharing the steps being taken by NHS Ayrshire and Arran to support staff; promoting equality in the workplace and making sure that everyone has access to the same opportunities and the same fair treatment.

### Disability Confident

NHS Ayrshire and Arran has achieved recognition as a Disability Confident Employer which confirms our employer commitment to be part of a movement of change, thinking differently about disability and taking action to improve how we recruit, retain and



develop disabled employees.

## LGBT

We are proud to have achieved the LGBT Charter Award and remain committed to the Stonewall Diversity Champions Programme. LGBT employees and service users will feel safe, supported and included.

In 2018, NHS Ayrshire and Arran received a Special Recognition Stonewall Diversity Champions Award



## Carer Positive

NHS Ayrshire and Arran has been recognised as a Carer Positive Engaged employer by Carers Scotland, in recognition of its commitment to supporting its working carers through workplace policies, working practices and the provision of access to support and information, Work is underway to progress to acquiring the next level of recognition with a long term goal of achieving Exemplary status.



## Investing In Volunteers

In achieving this standard NHS Ayrshire and Arran demonstrates to our volunteers – and potential volunteers – how much they are valued and gives them confidence in our ability to provide an outstanding volunteer experience.



## Global Citizenship

NHS Ayrshire and Arran is fully supportive of the NHSScotland Global Citizenship Programme and supports staff who want to make a personal and professional contribution to global health work in low and middle income countries. This valuable work not only helps to reduce common challenges such as disease epidemics, but provides mutual learning opportunities and brings proven benefits for our NHS staff and healthcare system.



## Reservists

NHS Ayrshire and Arran recognises the value that serving personnel, reservists, veterans and military families bring to our organisation and the Board's commitment to support the armed forces community was recognised in 2016 when the organisation received the Defence Employer Recognising Scheme Silver award.



## Scottish Living Wage (Real Living Wage)

NHS Ayrshire and Arran has initiated the process of becoming an accredited employer, with the minimum hourly rate requirement already being exceeded for directly employed staff and data from third party contractors being collated.

## NHS Staff Benefits

NHS Ayrshire & Arran works in partnership with NHS Staff Benefits to give staff access to a wide range of exclusive discounts and benefits. As a member of NHS staff, you can use [www.nhsstaffbenefits.co.uk](http://www.nhsstaffbenefits.co.uk) to save on holidays, home improvements, leisure, days out, wellbeing, weddings, motoring and online shopping.



# NHS Ayrshire & Arran Health 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 Chairman, Executive and Non-Executive Directors and is accountable to the Cabinet Secretary for Health and Wellbeing and the Scottish Government.

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:

[Dr Martin Cheyne](#), Board Chair (until December 2019)

[Mrs Lesley Bowie](#), Vice Chair

[Mrs Margaret Anderson](#), Non-Executive Board Member

[Mr Michael Breen](#), Non-Executive Board Member

[Cllr Laura Brennan-Whitefield](#), South Ayrshire Council

[Mr Adrian Carragher](#), Chair, Area Clinical Forum

[Cllr Joe Cullinane](#), North Ayrshire Council

[Mrs Jean Ford](#), Non-Executive Board Member

[Mr Ewing Hope](#), Employee Director

[Mr Bob Martin](#), Non-Executive Board Member

[Mr John Rainey](#), Non-Executive Board Member

[Cllr Douglas Reid](#), East Ayrshire Council

[Ms Linda Semple](#), Non-Executive Board Member

[Miss Lisa Tennant](#), Non-Executive Board Member

## Executive Directors - Board members:

[Mr John Burns](#), Chief Executive

[Professor Hazel Borland](#), Nurse Director

[Dr Alison Graham](#), Joint Medical Director

[Mr Derek Lindsay](#), Finance Director

## Directors - Non-Board members:

[Mr Stephen Brown](#), Director of Health & Social Care, North Ayrshire

[Mrs Kirstin Dickson](#), Director of Transformation and Sustainability

[Mr Tim Eltringham](#), Director of Health & Social Care, South Ayrshire

[Mr Eddie Fraser](#), Director of Health & Social Care, East Ayrshire

[Mrs Joanne Edwards](#), Director for Acute Services

Mrs Patricia Leiser, HR Director (until 30 April 2020)

Dr Crawford McGuffie, Joint Medical Director

Dr Joy Tomlinson/Mrs Lynne McNiven, Interim Joint Public Health Directors

Mr John Wright, Director of Corporate Support Services

You can find further detail on:

- the role of the NHS Board;
- our organisational structure;
- our strategic intent;
- how we make decisions;
- how we perform;
- our plans for delivery of healthcare services within Ayrshire;
- our key publications;

by visiting the NHS Ayrshire & Arran website: [www.nhsaaa.net](http://www.nhsaaa.net).

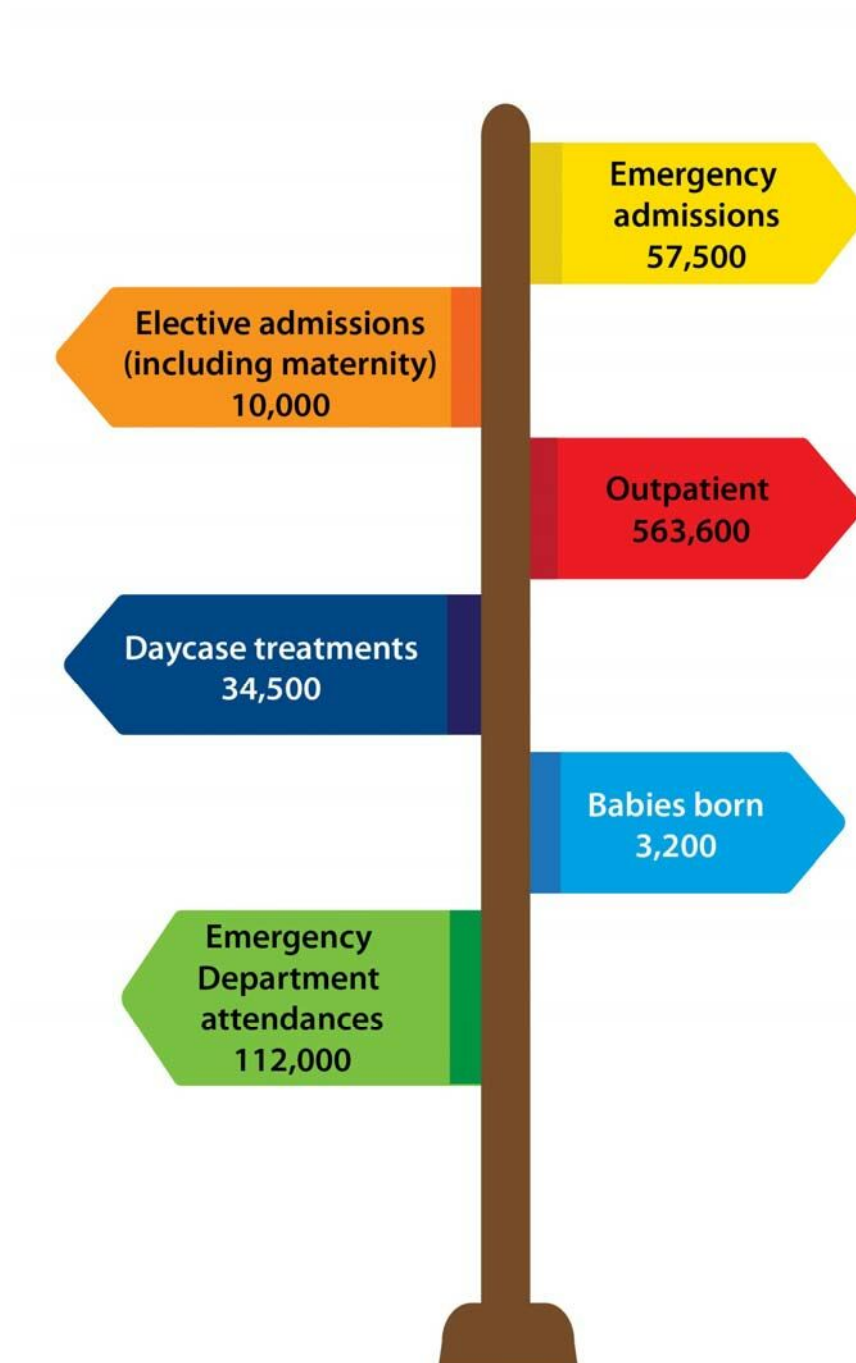
# Key facts and figures

## Our spending

Our typical annual revenue spend is approximately £850+million, of which over 50% is expenditure on staffing.

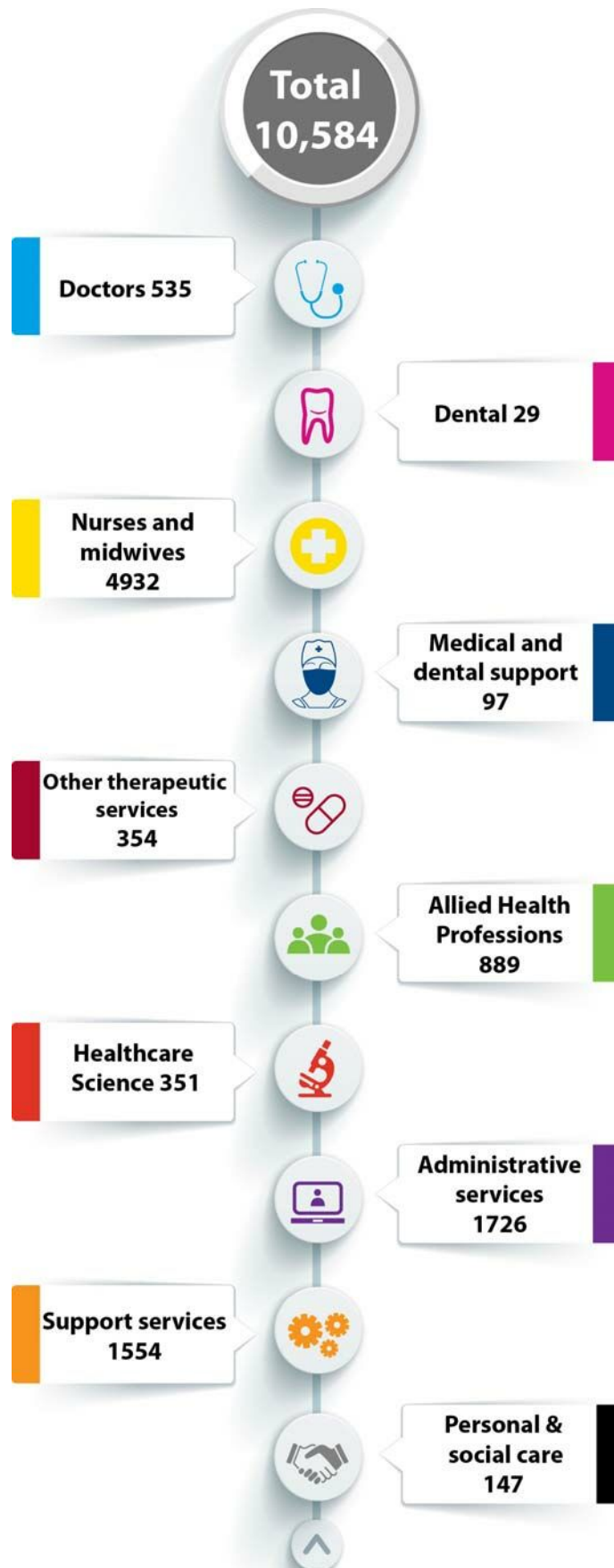
## Our typical annual activity

(approximate, between April 2018 and March 2019)



# Our staff

(approximate headcount as at 31 October 2019)



## Section Three

### Living and Working 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.

There are too many Ayrshire attractions to list but here are some:

**Dumfries House**   **Robert Burns Birthplace Museum**

Scottish Dark Sky Observatory   **GOAT FELL, ARRAN**

**Brodick Castle Garden and Country Park**

**Heads of Ayr Farm Park**   West Kilbride Craft Town

**Dean Castle & Country Park**   Arran Distillery

**Vikingar**   Culzean Castle and Country Park

Millport's Cathedral of the Isle

**Ayr Racecourse**   **Machrie Moor Stone Circles**

**DUNDONALD CASTLE**   Rozelle Park

**Royal Troon Golf Course**   **Ayr seafront & play park**

Scottish Maritime Museum   **Troon Beach**

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:

**East Ayrshire Council**

[www.east-ayrshire.gov.uk](http://www.east-ayrshire.gov.uk)



**North Ayrshire Council**

[www.north-ayrshire.gov.uk](http://www.north-ayrshire.gov.uk)



**South Ayrshire Council**

[www.south-ayrshire.gov.uk](http://www.south-ayrshire.gov.uk)



For further information on things to do and places to explore in Ayrshire, use the following link:

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

## Section Four

### Job description

#### 1. JOB IDENTIFICATION

Job Title:	<b>Head of Access and Planned Care Transformation</b>
Responsible to (insert job title):	<b>Director of Acute Services</b>
Department(s):	<b>Acute Services</b>
Directorate:	<b>Acute Services</b>
Operating Division:	<b>Acute Services</b>
Job Reference:	
No of Job Holders:	<b>1</b>
Last Update (insert date):	<b>November 2019</b>

#### 2. JOB PURPOSE

The post holder, will provide expert leadership to the patient access and waiting times agenda for NHS Ayrshire and Arran with primary responsibility for the continued development and the implementation of the Waiting Times Improvement Plan, achievement of National Access targets and standards in line with agreed trajectories

The post holder provides strategic direction and leadership in the planning, management and transformational changes of planned care services pan Ayrshire. This includes the delivery of the modernisation of outpatients programme and the senior manager for the access collaborative initiatives.

The post holder will lead and develop effective governance and monitoring systems to provide oversight and assurance of performance against National Access Targets and local trajectories as outlined in the Board's Operational Plan.

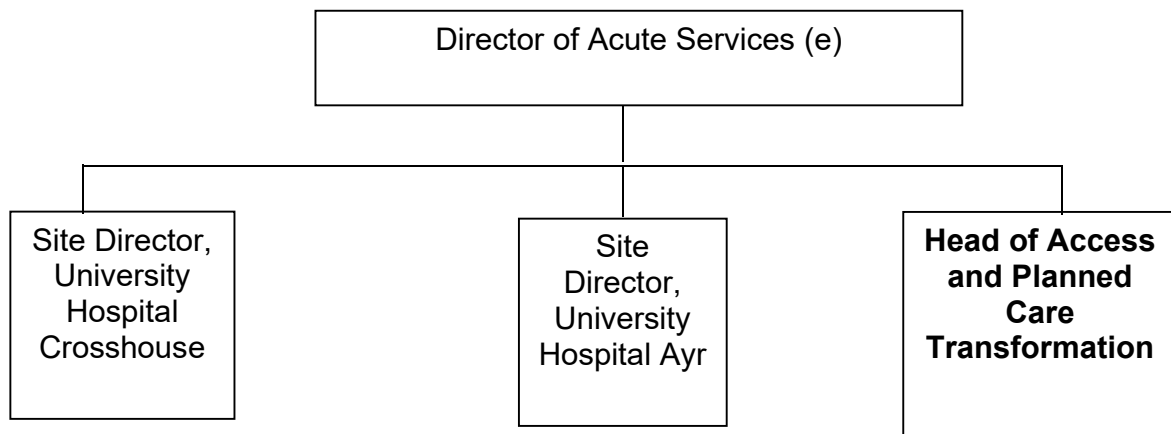
The post holder is required to work collaboratively with senior clinical and managerial colleagues in a matrix management approach to support the delivery of core clinical services and also the delivery of all aspects of the Waiting Times Improvement Plan (WTIP) across the organisation.

The post holder participates in the duty manager rota for the acute hospitals

### 3. DIMENSIONS

1. Annual NHS Ayrshire and Arran divisional budget is £330m
2. The post holder is responsible for a total budget (pays and non pays) for the Waiting Times Improvement Plan of circa £8m.
3. In addition the post holder also has the operational service lead responsibilities for a further £60m for the management, monitoring and delivery of regional Service Level Agreements and contracts awarded to external providers to support the delivery of the WTIP on behalf of the Acute Division of NHS Ayrshire and Arran.
4. Given the scope of the role the post holder will have significant influence over the budget planning and allocation of access and waiting times monies and the monitoring of spend against allocation. The post holder will also be closely involved with workforce planning assumptions and activities associated with access and waiting times.

### 4. ORGANISATIONAL POSITION



## 5. ROLE OF SERVICE AREA

The Head of Access and Planned Care Transformation will as part of their role support the Director of Acute Services to develop a team in line with the ambition for one acute service.

The department has primary responsibility for the development, implementation and monitoring of the planned care Capacity Plan/Waiting Times Improvement Plan (WTIP) and delivery of the national access targets for planned care, including outpatients, TTG, diagnostics and cancer.

To achieve effectiveness across the organization a matrix management approach and collaborative working is essential across the Acute Division and the post holder is required to demonstrate a high level of partnership working, supportive and visible leadership which maximizes the performance of others.

## 6. KEY RESULT AREAS

- To lead on the development, implementation and monitoring of the planned care
- To lead and participate in Programmes of pan Ayrshire/multi-site service redesign to ensure that models of care are developed which contribute to NHS Ayrshire and Arran's "Caring for Ayrshire" strategic programme. In addition to ensure that these continue to meet patient, care and public needs/expectations.
- To contribute to NHS Ayrshire and Arran's Annual Operating Plan, develop and agree key metrics for planned care and deliver the objectives assigned by the Director of Acute Services/Chief Executive.
- To represent NHS Ayrshire and Arran views and interests at West of Scotland operational regional groups.
- To lead the negotiation of healthier SLAs with neighbouring Health Boards and the Golden Jubilee national Hospital (GJNH) to ensure value for money and to put in place collaborative working arrangements with neighbouring Health Boards.
- Direct and lead the access programme of work including mentorship, guidance and support to the Divisional Management team in relation to developing DCAQ and trajectory development expertise.
- Applying DCAQ methodology influence in budget planning and allocation of access and waiting times to inform local planning and delivery of sustainable "business as usual" performance.
- To provide effective, dynamic strategic direction and leadership in the planning, management and provision of services to support and sustain clear lines of accountability from front line clinical services to the Acute Divisional Management Team.
- To manage planned care performance through the chairmanship of the Acute Waiting Times Group, interface directly with colleagues at Scottish Government Access, Cancer Support Teams and other providers (NHS Boards and external providers) on performance against trajectory and take any required actions to maintain performance.

- To lead the development of effective clinical management practices and ensure that the Access Division is compliant with the relevant legislation and standards set by regulatory bodies including Health Improvement Scotland, Health and Safety Executive, Audit Scotland and the Scottish Government.
- To identify developments and produce detailed business cases in accordance with overall corporate objectives.
- To establish and maintain effective, inclusive arrangements and reporting on risk management, intelligence on patient experience, proactive management of complaints, adverse events and business continuity.

## **7a. EQUIPMENT AND MACHINERY**

The following equipment is used on a frequent basis in the execution of duties:

- Personal Computer
- Laptop
- Printers, etc
- Audio Equipment
- Video Conferencing
- Car for transportation between sites

## **7b. SYSTEMS**

- Standard Microsoft Office packages e.g. Word, Excel and Powerpoint to manipulate information and produce reports to aid decision making and insight into operational/strategic matters as well as to external parties.
- Demonstrate a broad understanding of the key determinants of health and healthcare including national policy frameworks
- E-mail for routine communication on a daily basis
- Understand and can apply the concepts of clinical governance, quality systems, benchmarking and best practice.
- Regular utilisation of patient and activity centred data at both national/local levels
- IT literate and competent in the use of IT in-house and related packages to analyse various activity, waiting list, risk and financial data and turn this into management information to aid decision making. An understanding of project, patient data and supplier operating systems is also required. Primary use will be to access and interpret data, but the re-forming or preparation of new data will also be undertaken.
- Has a broad working understanding of NHS Ayrshire and Arran HR policies and procedures and apply them consistently
- Intranet, Internet for sourcing information to support development and delivery of services.
- Working understanding of PMS.

## **8. ASSIGNMENT AND REVIEW OF WORK**

The post holder is directly accountable to the Director of Acute Services. The post holder has a high level of autonomy to achieve the delivery of results in terms of National Access Targets.

The post holder is responsible for providing specialist professional advice to the Board on all aspects of national and local access standards and provides assurance on the appropriate governance standards.

The post holder is also responsible for providing specialist advice to the Board on the provision of services with Access, Modernising Outpatients and planned care transformation and on those additional areas (notably regional and external provider) for which the post holder plays into and takes NHS Ayrshire and Arran wide responsibility.

Regularly analysing highly complex performance data from a variety of sources with regular reporting on what these data mean to acute and Board level groups/committees.

Review of performance and personal development planning is undertaken through the agreement of performance objectives and individual performance appraisal by the Director of Acute Services reviewed by the Chief Executive.

## **9. DECISIONS AND JUDGEMENTS**

The postholder is required to make decisions which will affect ability to meet its objectives, particularly with regards to waiting list, budgets, delayed discharges, complaints and governance targets.

The postholder is an authorised signatory with authority to order goods and services within standing financial instructions up to £10k.

The postholder is expected to anticipate and resolve problems independently and to initiate action to resolve situations. Typical judgements include decisions around local priorities for service and capital developments, actions to ensure delivery of challenging targets and operational actions in response to service delivery/staffing/bed management issues. Developing local solutions in terms of staff payments or allowances to maintain patient services. Developing business cases for projects including project management. Implementing new clinical and other developments to augment or change service delivery.

## 10. MOST CHALLENGING/DIFFICULT PARTS OF THE JOB

To provide credible and high visibility leadership to gain commitment within the Acute Division to deliver and develop high quality, fully integrated services that meets and sustains national/local targets: staff and user expectations and standards within the allocated financial resources. The post holder will have to lead and drive service improvement/redesign through direct engagement and also by working collaboratively with colleagues in the acute operating division, across NHS Ayrshire and Arran and working across the West of Scotland region.

## 11. COMMUNICATIONS AND RELATIONSHIPS

The effectiveness of the postholder's contribution relies entirely on sound knowledge and good relationships, the ability to communicate clearly and consistently and to negotiate and influence.

The postholder requires to have excellent skill in managing both internal and external relationships and effective communication skills to ensure development of services.

This is a complex organisation with many stakeholders. It is a political environment and diplomacy is required. All change requires the best possible communication processes, negotiation and influencing skills.

### **Internal**

As a member of the Operational Senior Management Team, influence discussion across a spectrum of management issues which contribute to NHS Ayrshire and Arran's Corporate Strategy.

Maintain excellent working relationships with Department Heads and other colleagues in ensuring maximum co-operation and willingness to work together in improving services for patients/families and staff.

As a member of the Operational Senior Management Team, work collaboratively with staff representatives fostering a relationship of trust and mutual respect.

Implementing effective local communication arrangements for areas within sphere of responsibility to ensure all staff respond to the needs of the service and are well informed of relevant issues.

Communications will include:

- Directors
- Non Executive Board members
- Medical staff all grades
- Across site staff
- Team members – within University Hospital Ayr and University Hospital Crosshouse and community hospitals
- Finance, HR, IT, Clinical Governance, Communication
- Other General managers and their staff
- Head of clinical and non-clinical departments
- Bed Managers
- Staff Side Representatives

**External**

Communications will include:

- Service Users/Patients/Families
- Scottish Government
- Trade Unions
- Health and Social Care Partnerships
- Representatives from other NHS providers
- Local Authorities
- Local/National Politicians
- Voluntary Organisations
- National Bodies
- Professional Bodies

## 12. PHYSICAL, MENTAL, EMOTIONAL AND ENVIRONMENTAL DEMANDS OF THE JOB

### Physical

- Able to use PC and associated IT packages and equipment
- Requirement to use car to travel between sites and external organisations
- Combination of sitting, standing and walking
- 

### Mental Effort

- Unpredictable interruptions competing demands for attention to deal with clinical staff or personal issues
- Strong analytical and numerical skills, and be able to quickly digest and take action on complex issues
- Effective time management skills with the ability to prioritise and meet tight deadlines
- Adaptable and able to respond to often unpredictable demands
- Period of intense concentration required associated with decision making
- Ability to think laterally to aid problem solving

### Emotional Effort

- Frequent exposure to highly emotional and sensitive circumstances – dealing with upset and angry general public or families following poor experiences or following unexpected incidents associated with service provision.
- Dealing with sensitive issues on a personal level which can be contentious and difficult.
- Frequent exposure to distressed staff, e.g., dealing with those who have been involved in a clinical error/incident or complication regarding their practice.

### Environmental

- Although frequently visiting patient care/service access exposure to hazardous or unpleasant working conditions are rare.

## 13. KNOWLEDGE, TRAINING AND EXPERIENCE REQUIRED TO DO THE JOB

The post holder needs to be able to demonstrate a high level of competence in the critical leadership behaviours identified as crucial to achieving success within NHS Scotland and these include :

- Working in partnership
- Learning and development
- Caring for staff welfare and development
- Improving performance through team working
- Communicating effectively
- Improving quality
- Achieving results

The post holder will have a Masters' degree or equivalent with appropriate management/leadership qualification. The post holder will have extensive significant experience in managing complex acute health services including significant experience operating at a senior

management level. The post holder will require a high level of transferable interpersonal strategic and technical skills required to drive and deliver major change.

# Person Specification

<p><b>Qualifications &amp; Training – Essential Criteria</b></p> <p>Educated to Masters or equivalent, with extensive senior management experience within a large, complex organisation, preferably within the NHS or other Public Sector.</p>
<p><b>Qualifications &amp; Training – Desirable Criteria</b></p>
<p><b>Experience – Essential Criteria</b></p> <p>The post-holder will have in-depth knowledge and experience of clinical and financial management.</p> <p>The post-holder will have a proven track record of working with senior managers and clinicians from a variety of fields, demonstrating an ability to work with and achieve outcomes with multidisciplinary groups with potentially conflicting goals and complex agendas.</p> <p>The post-holder will have an in-depth knowledge of the Access targets and the Waiting Time Improvement Plan.</p>
<p><b>Experience – Desirable Criteria</b></p>
<p><b>Knowledge – Essential Criteria</b></p> <p>In-depth knowledge of national drivers and strategies.</p> <p>A demonstrable track record of achievement in the provision of operational and innovative solutions in meeting organisational objectives, influencing staff and providing high quality patient care in conjunction with Health and Social Care Partners, public and NHS Scotland.</p>
<p><b>Knowledge – Desirable Criteria</b></p>
<p><b>Competencies and Skills - Essential Criteria</b></p> <p>Ability to manage change and deliver improvement in access targets.</p> <p>Ability to provide effective, credible communication in an exposed environment and an ability to operate effectively under pressure.</p> <p>The postholder must also demonstrate ability to develop a culture that encourages initiative, individual and team responsibility and open communication.</p>
<p><b>Competencies and Skills - Desirable Criteria</b></p>
<p><b>Personal Characteristics and Other - Essential Criteria</b></p> <p>The post-holder will have excellent interpersonal skills and the ability to earn the confidence and respect of staff and partners in order to deliver high quality access services.</p>

<b>Personal Characteristics and Other - Desirable Criteria</b>