



HR Directorate - providing workforce support, solutions, advice and information

Working for NHS Lanarkshire

Care to join us?



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Useful websites

- ◆ NHS Lanarkshire – www.nhslanarkshire.org.uk
- ◆ NHS Scotland Jobs – www.apply.jobs.scot.nhs.uk
- ◆ NHS Lanarkshire Finance – <https://www.nhslanarkshire.scot.nhs.uk/about-us/financial>



Welcome from Director of Human Resources

I would like to take this opportunity to thank you for your interest in working for NHS Lanarkshire. Each role within NHS Lanarkshire is pivotal to maintaining our success as we aim to deliver a healthier future for the people of Lanarkshire.

In this information booklet, you will find information on the structure of NHS Lanarkshire, our acute sites, Health & Social Care Partnerships, Public Health, Corporate and PSSD services.

In NHS Lanarkshire, our vision is to deliver world-leading, high-quality, innovative health and social care that is person-centred. This document contains information on how we plan to achieve this through our corporate strategy; achieving excellence, board objectives and our board values.

If you believe you share our vision we look forward to receiving your application.

Yours sincerely,

John White

Director of Human Resources

Section 1



About NHS Lanarkshire

NHS Lanarkshire is responsible for improving the health and providing comprehensive health care to a population of approximately 650,000 people living within the North and South Lanarkshire local authority areas. NHS Lanarkshire currently employs approximately 12,500 staff (Headcount).

NHS Lanarkshire is comprised of Acute Services (which currently provide hospital based services over 3 main sites), Corporate & Property & Support Services, North and South Lanarkshire Health and Social Care Partnerships which provide integrated primary healthcare and social care services to local communities and surrounding areas. There is also an area wide Public Health Service which is based at Kirklands, Bothwell.

Acute Services

NHS Lanarkshire's Acute Services provide a comprehensive range of acute adult and children's services to the population of Lanarkshire and more specialised health services for patients throughout Scotland.

The University Hospitals of Wishaw, Monklands and Hairmyres are the 3 main acute hospital sites. The university hospital status was granted thanks to a ground-breaking partnership between NHS Lanarkshire, Glasgow Caledonian University (GCU) and the University of the West of Scotland (UWS). The partnership will explore the potential for future research links and joint research projects. It will also see collaborative working to aid student recruitment, student employment and student projects.

University Hospital Wishaw

University Hospital Wishaw is a district general hospital with 626 inpatient beds and a 24 hour emergency department.

It opened on the 29th of May 2001, replacing the former Law Hospital.

University Hospital Wishaw was built under PFI arrangements.

Its services include:

- ◆ Lanarkshire's maternity unit, which is the second largest in Scotland, delivering around 5500 babies every year;



- ◆ Paediatric neonatal unit;
- ◆ MRI scanner;
- ◆ Elderly care and psychiatric day hospitals;
- ◆ Emergency care unit containing an integrated emergency unit with a 36 bed ward.

University Hospital Monklands

University Hospital Monklands is a district general hospital located in Airdrie and has 411 inpatient beds and a 24 hour emergency department. This hospital opened its doors to patients in 1977.

Its services include:

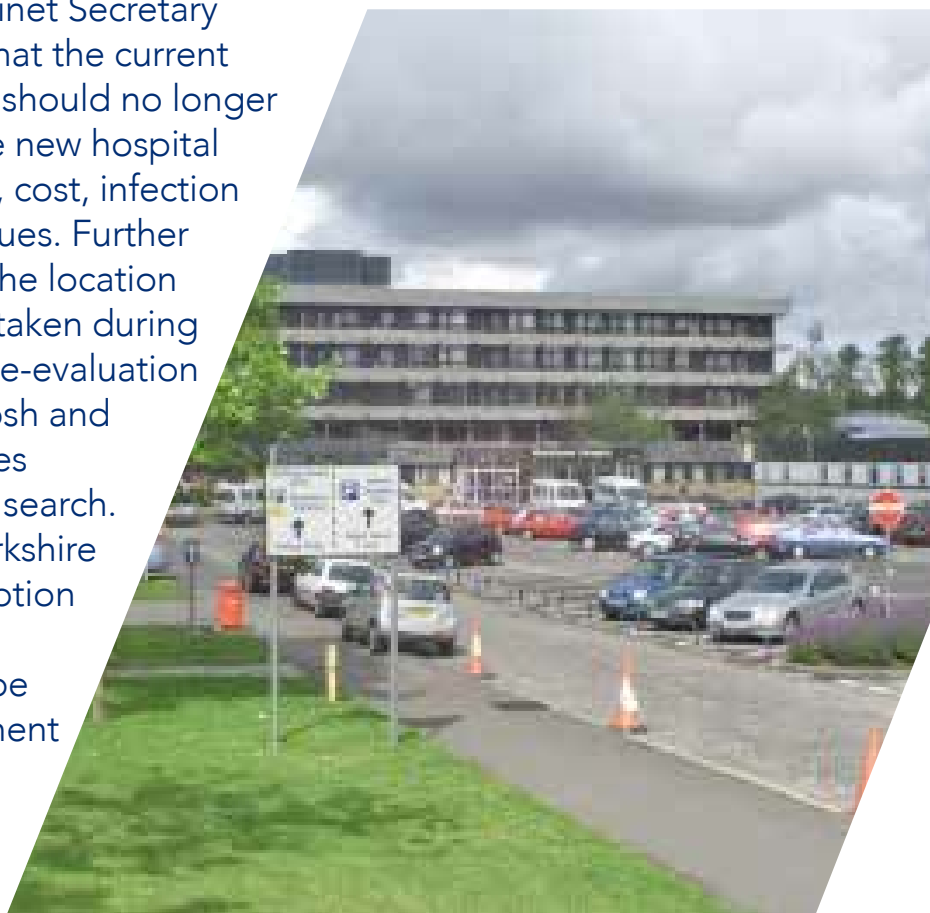
- ◆ Lanarkshire's renal (kidney) unit, providing an unprecedented level of care for Lanarkshire's renal patients.
- ◆ Lanarkshire's inpatient services for ear, nose and throat (ENT), dermatology and communicable diseases.

Monklands Replacement Project (MRP)

The MRP is NHS Lanarkshire's exciting and positive vision for a new, state-of-the-art Hospital. An outline business case is currently being prepared to replace University Hospital Monklands at a new location within the hospital's unscheduled care catchment area.

The new Hospital, which will be at the forefront of the use of digital technology, is being designed to meet the requirements of a new model of care that has been created by our clinicians to achieve the vision of the NHS Lanarkshire's healthcare strategy, Achieving Excellence.

In June 2019, Jeane Freeman, Cabinet Secretary for Health and Sport, announced that the current University Hospital Monklands site should no longer be an option for the location of the new hospital due to factors including build time, cost, infection control and other patient safety issues. Further engagement with the public over the location of the future hospital will be undertaken during autumn 2019, to be followed by a re-evaluation of the potential locations at Gartcosh and Glenmavis and any other viable sites identified through an updated site search. It is anticipated that the NHS Lanarkshire Board will decide on a preferred option for a hospital site in late 2019 and that the outline business case will be submitted to the Scottish Government for approval in autumn 2020.



University Hospital Hairmyres

University Hospital Hairmyres is a district general hospital again built under PFI arrangements and is situated in East Kilbride with a 24 hour emergency department. It has 492 inpatient beds.

The original Hairmyres Hospital was an old military style hospital occupying multiple sites. The decision to redevelop the site was made in 1998, and the new hospital opened in 2001.

Services include:

- ◆ A full range of inpatient, outpatient, diagnostic and clinical support services.
- ◆ Lanarkshire's only cardiac

catheterisation centre, consisting of 2 new state-of-the-art catheterisation laboratories for diagnosis and treatment of blood vessel blockages around the heart.

- ◆ MRI and CT scanners.
- ◆ Psychiatric beds.

North and South Lanarkshire Health and Social Care Partnerships

NHS Lanarkshire and North and South Lanarkshire Councils formed the North and South Lanarkshire 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. Children's and Young Peoples Services are also provided and managed within the Partnership's structure.

There has been a number of new community health centres built over the past 5 years, improving facilities for the population of Lanarkshire. Carlisle, Coatbridge, Airdrie, Kilsyth, Wishaw and East Kilbride all benefited from new state-of-the-art centres being built, offering a much wider range of services for local communities. The new centres also offer improved working conditions to members of staff within the primary care teams.

Corporate & PSSD Services

Corporate services consist of Communications, eHealth, Finance, Human Resources, Organisational Development and Planning & Development. Our corporate sites are Kirklands, Bothwell; Beckford Street, Hamilton; West of Scotland Laundry, Wishaw and Law House, Carluke.

Property & Support Services (PSSD) consists of Hotel Services, Maintenance, Technical and Laundry Services.

SALUS – Occupational Health, Safety & Return to work services

SALUS is the name of the occupational health and safety service owned and operated by NHS Lanarkshire. There are departments in each of the 3 main hospitals in Lanarkshire and a central department located at Beckford Street, Hamilton.

Public Health Service

Public Health covers three main functions: Health Improvement, Health Protection, Health and Service Provision. The Public Health Medicine Service has both planned and emergency aspects to its work. Planned Public Health key tasks include: epidemiology of specific diseases, developing and interpreting health information and ensuring confidentiality of all patient identifiable data.



Achieving Excellence

Aim

Our aim in Lanarkshire is to develop a healthcare strategy that supports the development of an integrated health and social care system which has a focus on prevention, anticipation and supported self-management. With the appropriate use of health and care services we can ensure that patients are able to stay healthy at home, or in a community setting, as long as possible, with hospital admission only occurring where appropriate.

This Healthcare Strategy is one part of a trilogy of plans, with essential co-dependencies between this and the Joint Strategic Commissioning Plans produced by the North and South Lanarkshire Health and Social Care Partnerships (HSCPs). The Chief Officers of the HSCPs and NHS Lanarkshire are co-authors of this strategy.

The plans are based on the assessed needs of our communities and are designed to ensure that the right mix and volume of services are delivered to best meet the changing needs of our population. At the same time as focusing on local priorities, the Lanarkshire Healthcare Strategy will take full account of the National Clinical Strategy and the Health and Social Care Delivery Plan which set out the principles that will underpin clinical service changes across Scotland.

Future services, locally and nationally, will have:

- ◆ system-wide drive for improvement across disease prevention, early professional intervention, supported self-care and improved rehabilitation;
- ◆ primary care with a more prominent role, treating more people without the need to refer to hospital;
- ◆ secondary care organised in 'centres of excellence' and networks of hospitals providing specific clinical services (as opposed to all clinical services as a present) thus making best use of skilled staff and specialised facilities and equipment to produce excellent outcomes;
- ◆ a new clinical paradigm which will ensure that patient value is enhanced by proceeding with minimally disruptive, realistic medicine.





Lanarkshire Quality Approach

NHS Lanarkshire is committed to delivering world-leading, high-quality, innovative health and social care that is person-centred. Our ambition is to be a quality-driven organisation that cares about people (patients, their relatives and carers, and our staff) and is focused on achieving a healthier life for all. Through our commitment to a culture of quality we aim to deliver the highest quality health and care services for the people of Lanarkshire.

Our focus on quality is not new, but sometimes it has meant different things to different people. We have therefore developed a Strategic Framework called the Lanarkshire Quality Approach. It will underpin all of the work that the organisation does. It will ensure that the decisions the organisation takes, the services we provide and the way in which we do so, align with the values at its core. This means that when we plan and redesign our services, the organisation's key principles will inform any changes we make. It provides the structure and values to drive healthcare improvements such as those described in this Strategy.

People at the Heart of our Approach

The Lanarkshire Quality Approach sets out core values and principles and will ensure these reflect our aim to provide assurance to the public, the Board and Ministers that as a quality organisation we demonstrate:

- ◆ A caring and person-centred ethos that embeds high quality, safe and effective care;
- ◆ That we continually strive to do the best individually and collectively;
- ◆ That we accept individual accountability for delivering a service to the best of our ability;
- ◆ That we are responsive to changing culture, expectations and needs.

Quality Driven Aims

We have identified four strategic aims to achieve our vision, which have as prerequisite criteria the NHS Scotland Quality Strategy ambitions of being person-centred, safe and effective along with the requirement to improve efficiency and to achieve financial sustainability by doing the right thing, on time and within budget. These strategic aims are:

- ◆ to reduce health inequalities and improve health and healthy life expectancy;
- ◆ to support people to live independently at home through integrated health and social care working;
- ◆ for hospital day case treatment to be the norm, avoiding admissions where possible;
- ◆ to improve palliative care and support end of life services.

Our underpinning quality ambitions are to deliver person-centred, safe and effective care.

For us this means:

- ◆ **person-centred** - mutually beneficial partnerships between patients, their families, carers and those delivering health care services which respect individual needs and values and which demonstrate compassion, continuity, clear communication and shared decision making;
- ◆ **safe** - there will be no avoidable injury or harm to people from the health care they receive and an appropriate clean and safe environment will be provided for the delivery of health care services at all times;
- ◆ **effective** - the most appropriate treatments, interventions, support and services will be provided at the right time to everyone who will benefit and wasteful or harmful variations will be eradicated.

We believe that our shared pursuit of these three quality ambitions will make significant and positive impacts on efficiency and productivity and through this we will secure both improved outcomes for the people we serve and financial sustainability for the organisation.

Our Values

NHS Lanarkshire's core values underpin our purpose, as well as providing a focus and context for the improvement of our services and providing a common set of responsibilities in how we provide our services by guiding our team and individual day-to-day behaviours. The core values can be seen in the text below:

- ◆ **Fairness:** As a team we are responsible for being consistent and open in making decisions. As an individual I am responsible for participating in decisions and seeking clarity whenever I am unsure
- ◆ **Respect:** As a team we are responsible for being courteous and professional in fulfilling our individual and collective roles. As an individual I am responsible for recognising that we are all different and appreciating the contribution that I and others make
- ◆ **Quality:** As a team we are responsible for upholding our high standards in every activity, for every person, everywhere. As an individual I am responsible for ensuring that I understand and deliver our standards every time
- ◆ **Working Together:** As a team we are responsible for creating and sustaining an environment that allows team working and collaboration to flourish. As an individual I am responsible for communicating effectively and working well with others at all times

By embedding these values, NHS Lanarkshire aspires to set the behavioural tone of how services are provided which will help to make our vision a reality. By living the above values, NHS Lanarkshire staff take pride in the vital role we have as providers of excellent services to people across Lanarkshire and help provide continuity of care, ensuring no matter where across the organisation, the patient will receive the same standard of care.

How will we get there?

We are committed to establishing a connected infrastructure that supports the organisation to deliver on its ambition of putting quality at the heart of the organisation. The components of this infrastructure include:

- ◆ **Leadership and Behaviours** - To bring the culture to life the quality ambitions must be demonstrated in day to day behaviours “from board room to the patient”. We will ensure that leaders at all levels in the organisation are empowered to work in this way;
- ◆ **Improvement and innovation** - We will use a consistent approach to improvement throughout the organisation that reflect all stages of the improvement journey and apply to continuous daily improvement as well as large-scale transformational change;
- ◆ **Communications and Engagement** - To support our approach we will implement a comprehensive communication and engagement plan in order to promote our organisational purpose and quality ambitions and develop even further our partnership with patients, the public, staff, professional advisory committees, local authorities, general practitioners, general dental practitioners, third and independent sector, carer organisations and elected representatives;
- ◆ **Information** - We collect a range of data on the services we provide. This information can support us to measure how the Strategic Framework is being applied to give the Board confidence that the organisation is planning and delivering within the aspirations of the Framework;
- ◆ **Knowledge and skills** - We want our staff to be the most caring, knowledgeable and skilled workforce in Scotland. We are committed to ensuring staff are provided with the appropriate knowledge, skills and confidence to deliver high quality services on a day to day basis and at the same time continuously improve those services.



These themes are intended to illustrate areas of action that will enable us to achieve the cultural changes needed to sustain the organisation with quality at its heart.

In summary, the Lanarkshire Quality Approach provides a clear outline of the vision, mission, values and objectives of our organisation. It is important that we are clear with ourselves and others about our vision and the key values and objectives we believe will enable us to deliver good quality, person-centred care. In order to provide this clarity we have developed a visualisation of the Lanarkshire Quality Approach as shown on next page.

The Lanarkshire Strategic Framework

The full Achieving Excellence document can be accessed on-line below:

<https://www.nhslanarkshire.scot.nhs.uk/download/achieving-excellence/>



Workforce Planning

NHS Lanarkshire is fully committed to ensure that we have a workforce which is instrumental in the successful delivery of Achieving Excellence through making best use of their skills and capabilities.

Much work has and continues to be delivered seeking to align strategic clinical and service planning with supporting workforce planning and development activity.

The Workforce Planning contribution to delivery of Achieving Excellence is testament to this.

Simultaneous workforce planning activity is taking place across the West of Scotland Region as we seek to establish common and collegiate understanding of current workforce capacity then vision and plan for the skills, experience and roles for the future.

The most recent NHS Lanarkshire Workforce Planning document can be accessed below:

Workforce Plan 2017/2020

<https://www.nhslanarkshire.scot.nhs.uk/download/nhs-lanarkshire-workforce-plan/>

NHS Lanarkshire takes care to ensure your personal information is only accessible to authorised people. Our staff have a legal and contractual duty to keep personal information secure, and confidential. In order to find out more about current data protection legislation and how we process your information, please visit the Staff Data Protection Notice on our website at

<http://www.nhslanarkshire.scot.nhs.uk/data-protection-notice-staff/>

Section 3



General Information for Candidates

Data Protection

During the course of our activities we will collect, store and process personal information about our prospective, current and former staff. The law determines how organisations can use personal information. For further information on the type of data that is handled, what the purpose is of processing the data and where and why we share data, please see the NHS Lanarkshire Staff Data Protection Notice, found at:

<https://www.nhslanarkshire.scot.nhs.uk/data-protection-notice-staff/>

Terms and Conditions

For an overview of our terms and conditions for Agenda for Change, Medical and Dental, Executive Level and Senior Managers staff, please visit the Management Steering Group website: <https://www.msg.scot.nhs.uk/>.

Equal Opportunities

We know that many people experience discrimination through social exclusion and harassment because of their Age, Disability, Gender Reassignment, Pregnancy and Maternity, Race, Religion and Belief, Sex and Sexual Orientation. We recognise our responsibility to challenge and change this to achieve the highest standards in equality. We are committed to being a proactive agent for change and that is why we see equality and diversity at the heart of everything we do.

By investing in equality and diversity NHS Lanarkshire aims to improve services and patient care. We want to

- ◆ Ensure that our staff and service users are in a safe, inclusive and accessible environment.
- ◆ Ensure that our services are accessible to all communities across Lanarkshire.
- ◆ Promote health and well-being for all people
- ◆ Attract, train, promote and support a workforce that is diverse and representative of general society.

Our Equality, Diversity and Human Rights policy can be viewed on our website:

<https://www.nhslanarkshire.scot.nhs.uk/download/equality-diversity-human-rights-policy/>

NHS Staff Benefits

As a staff member in NHS Lanarkshire, you will have access to a wide variety of offers and discounts from local and national businesses. For more information and to view these discounts, visit www.nhsstaffbenefits.co.uk – new offers are added on a weekly basis.

Section 4



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 - 2018 European Athletics (Triathlon & Rowing)
- ◆ Scottish Wildlife Reserves on the shores of the River Clyde,
- ◆ Various museums, galleries, castles, heritage centres,
- ◆ Numerous country parks.

Find out more at:

- ◆ www.visitlanarkshire.com
- ◆ www.visitscotland.com/destinations-maps/glasgow-clyde-valley/
- ◆ www.southlanarkshire.gov.uk
- ◆ www.northlanarkshire.gov.uk





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Lanarkshire



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