Golden Jubilee Foundation

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Golden Jubilee Foundation
Patients at the heart of progress

Chair: Susan Douglas-Scott CBE
Chief Executive: Jann Gardner

Recruitment line: 0800 0283 666

Dear Candidate

POST:	**Service Manager – 4 permanent posts**
HOURS:	**37.5**
CLOSING DATE:	**19 January 2020**
INTERVIEW DATE:	**Wednesday 29 to Friday 31 January 2020**

The Golden Jubilee Foundation welcomes your enquiry in connection with the above post. Please find enclosed an information pack.

Should you wish to submit an application for the above post, please ensure you do so in advance of the closing date. Late applications will not be forwarded for short listing.

When providing referees on the application form, please be aware that we require a minimum of two references to cover at least **two years** of previous employment/training history. If there is insufficient space on the application form to list all of your referees please provide on an additional page. Where possible, please provide us with e-mail addresses for contact. Additionally, you should note that as part of the pre-employment checks a PVG or Disclosure Scotland check will be completed. **It is an offence for barred individuals to apply for regulated work.**

Should you contact the recruitment team to discuss any queries regarding your application it is advisable that you retain the job reference number as you will be asked to quote this when you call. Unfortunately due to the volume of applications we receive, we are unable to write to applicants who are not successfully shortlisted for interview. If you have not received an invitation for interview within six weeks of the closing date please assume on this occasion you have been unsuccessful. We hope this will not deter you from applying again.

In the meantime, I wish you success with your application and should you require any further information or wish to check the progress of your application please do not hesitate to contact the recruitment team on the contact telephone number shown above.

Yours sincerely

Lynn Mitchell
Recruitment Assistant

Golden Jubilee Foundation

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Information Pack

For the post of

Service Managers – 4 permanent posts

37.5 hours per week

Reference Number: SHOW/3423

Closing date: 19 January 2020
Interview date: Wednesday 29 to Friday 31 January 2020

disability confident LEADER

i:value

Valuing dignity and respect
A can do attitude
Leading commitment to quality
Understanding our responsibilities
Effectively working together

Golden Jubilee Foundation

General Information for Candidates

- This information package has been compiled to provide prospective candidates with details of the post and background information about the Golden Jubilee Foundation (GJF).

- The contents of this package are as follows:-
    - Job Description/person specification
    - Terms and Conditions of Service
    - Application Form
    - Equal Opportunities Monitoring Form
    - Information on Agenda for Change

- The Equal Opportunities Monitoring form is required for monitoring purposes only and will not be made available to the interview panel during any part of the recruitment process.

- Please note, to ensure that we adhere to our current policy on Equal Opportunities; CV's received with Application Forms will be destroyed prior to Application forms being passed for Short listing.

- GJF operates a No Smoking Policy on all Premises and Grounds and in shared vehicles.

- All offers of employment will be subject to the receipt of three year's satisfactory References, Occupational Health screening and Disclosure Scotland clearance. Please note that it is an offence under the act for barred individuals to apply for regulated work.

- Please email your completed application to:-

    recruitment@gjnh.scot.nhs.uk

    - When returning your completed application and any associated enclosures by Royal Mail you must ensure that the correct postage cost is paid. We have been informed by the Post Office that they are retaining those which have been underpaid. This has resulted in completed applications not being returned until after the closing date, and not being included for short listing.

    - The short listing process will take place shortly after the closing date.

    - As a Disability Confident Leader we recognise the contribution that all individuals can make to the organisation regardless of their abilities. As part of our ongoing commitment to extending employment opportunities all applicants who are disabled and who meet the minimum criteria expressed in the person specification will be guaranteed an interview.

    - The organisation has introduced a set of shared values. These values will be measured during our Values Based Competency Interview. Our values are:

        - Valuing dignity and respect
        - A "can do" attitude
        - Leading commitment to quality
        - Understanding our responsibilities
        - Effectively working together

Golden Jubilee Foundation

Terms and Conditions of Service

The terms and conditions applicable to this post are those of all NHS Scotland Employees.

1. Superannuation

You have the option to join the NHS Superannuation Scheme, to participate in the State Earnings Related Pension Scheme or to take out a Personal Pension.

Employees contributions to the NHS Scheme range from to 5.2% to 14.7% of salary (depending on rate of Pensionable Pay) and the employers' contribution equates to 13.5% of salary. Employees in the NHS Scheme are "Contracted-out" of the State Earnings Related Pension Scheme and pay a lower rate of National Insurance contributions. Employees who choose to participate in the State Earnings Related Pension Scheme pay the higher rate of National Insurance contribution. A Stakeholder Pension is also available.

2. Salary

£53,291 to £62,259

3. Grade

This post is offered at Band 8B

4. Annual Leave

The annual leave entitlement in a full year commencing 1st April to 31st March is 27 days, rising to 29 days after 5 years' service and 33 days after 10 years' service. There are 8 Statutory and Public Holidays in each leave year. (Pro rata where applicable)

5. Hours of Duty

37.5 hours per week

6. Tenure of Employment

This post is offered on a permanent basis

7. Asylum and Immigration Act 1996

Under the Asylum and Immigration Act 1996, we are required to carry out checks to ensure that all prospective employees are entitled to live and work in the United Kingdom. You will therefore be asked to provide appropriate documentation prior to any appointment being made.

Golden Jubilee Foundation

Benefits

NHS Superannuation scheme:

New entrants to the Golden Jubilee Foundation who are aged sixteen but under seventy five will be enrolled automatically into membership of the NHS Pension Scheme. Employee contributions vary from 5.2% to 14.7% depending on annual pensionable pay. Benefits include a lump sum and pension when you retire, life assurance of 2 years' pay - while you are working, pension and allowances for your spouse and children in the event of your death, and benefits for ill-health retirement.

Our pension scheme is provided by Scottish Public Pensions Agency. This scheme is a qualifying pension scheme, which means it meets or exceeds the government's new standards. All benefits including life insurance and family benefits are explained on the SPPA website http://www.sppa.gov.uk/

Annual leave entitlement (including public holidays):

35 days annual leave on appointment
37 days annual leave after 5 years
41 days annual leave after 10 years

Free car parking

Continuing professional development opportunities

Discounts at the Golden Jubilee Conference Hotel

Leisure Club membership – Get fit and healthy at the Centre for Health and Wellbeing with a discounted membership rate of £30 per month.

Discounted Room Rates - Rooms rates discounted subject to specific conditions.

Discounted Dining - 20% off food and beverage when dining in the hotel.

Golden Bistro (Hospital Restaurant) - Discounted food in our award winning hospital restaurant.

NHS Staff Benefits

As a staff member in the Golden Jubilee Foundation, you will have access to a wide variety of offers and discounts from local and national businesses using your NHS ID badge. For more information and to view these discounts, visit www.nhsstaffbenefits.co.uk - new offers are added on a weekly basis.

GOLDEN JUBILEE FOUNDATION

JOB DESCRIPTION

1. JOB IDENTIFICATION

Job Title: Service Manager

Division(s): Heart and Lung & Diagnostics Division / National Elective Services Division

Responsible to: Deputy Director Heart, Lung and Diagnostics / Deputy Director National Elective Services Division

Job Holder Reference:

No of Job Holders: 4

2. JOB PURPOSE

The Service Manager is accountable for achieving service objectives by formulation of strategic direction and implementing service developments, operational changes and educational aims.

The post holder will report to the Deputy Director and will be required to cross cover for other specialities management.

This role will operate in a fast changing and intellectually challenging complex health care environment and will require the post holder to operate across multiple specialities with a mission focused and service-orientated approach. This will be coupled with a strong commitment to principles of best practice and excellence. The post holder will be required to possess energy and tenacity, which is demonstrated in the ability to work at pace and to deal effectively with a complex and demanding workload across multiple specialities.

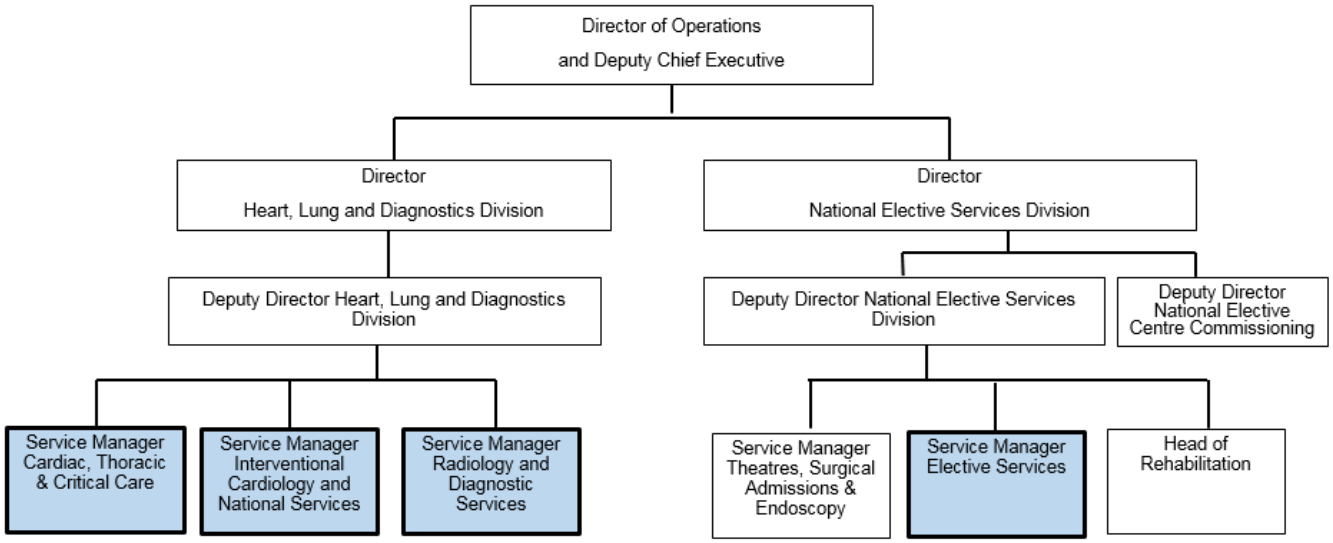
The post holder is responsible for the safety, quality and efficiency of clinical services and will lead the planning and delivery of the service to achieve its operational performance standards and its financial obligations through effective management and service improvement.

The post holder will encourage the ethos of cross-division working and ensure this is embedded within teams and is managed proactively to improve care pathways for patients.

Ensuring resources are maximised to meet the financial, quality and operational targets, enabling all opportunities for service improvement to be delivered.

To provide leadership and development of clinical services in conjunction with Deputy Directors, Senior Nursing Teams, Clinical Leads, Consultants, Heads of Department and the other Board Clinical and non-clinical Groups.

3. ORGANISATIONAL POSITION



4) SCOPE AND RANGE

Responsibility for the operational delivery of the delegated service area,

Budget

- Revenue budget - varies between posts from £15m upwards
- Signing Authority - £1,000
- Authorised signatory for overtime and additional payments

Staff numbers

Each post holder will directly manage a small team of staff – reporting lines to be confirmed as the divisional administration structure evolves within the new organisational structure

The post holder will have a high level of autonomy, prioritising workload, accountable to the Deputy Director working to defined objectives. The range of specialities may change to reflect the needs of the organisation.

Accountable to the Deputy Director for the management and control of resources for designated specialities:

- Full Operational Performance Responsibility
- Management of Budget
- Service Redesign and improvement
- Identifying recruitment requirements for designated specialities.
- Governance Issues i.e. dealing with complaints, concerns, claims, Incidents etc
- Leading on job plan reviews with Clinical leads and adhoc job plan changes
- Participating in the service review meetings with external referring boards

The following key principles are fundamental to the Golden Jubilee Foundation and, it is the responsibility of the post holder to ensure these principles are embedded throughout their area of responsibility:

- Safe
- Effective
- Person Centred

1. MAIN DUTIES/RESPONSIBILITIES

Budgetary/Financial Governance Responsibilities.

The post holder will be responsible for:

- Operationally managing beds associated with devolved specialities
- Leading the planning and delivery of efficiency targets as defined by the Deputy Director without compromising safety or service delivery. Identify at an early stage where issues are arising and take corrective action to deliver the targets.
- Adhering to the Boards Standing Financial Instructions in delivering the internal control of the designated budget.
- Delegated accountability for budget and staffing
- Monitoring service budgets in conjunction with clinical nurse managers, where necessary identify risks and implement corrective action to ensure delivery of the financial plan.
- Ensuring the delivery of a balanced division budget for delegated areas
- Act as an authorised signatory up to £1000.
- Ensuring that designated staff within the division manages resources and expenditure within defined budget parameters.
- Work closely with the Deputy Director to deliver an overall balanced division budget
- Budget setting in conjunction with Divisional team and Financial Accountant to review and agree budget allocation.
- Take corrective action where necessary to ensure budgets are delivered in accordance with the financial plans**.**
- Lead service improvement projects across the Division to deliver improvements in the efficiency and productivity which supports improvements to patient care.
- Ensure Divisional Teams focus on the most critical areas including efficiency improvements to enable the Division to achieve its financial obligations.
- Identify and initiate and monitor efficiency schemes across the division.
- Responsible for the devolved management of the cardiothoracic and anaesthetic junior doctor budget.
- Work with the Associate Director of Operations in identifying the educational needs and required budget for the division.

Workforce/Staff Governance

The post holder will be responsible for:

- Ensuring that workforce is appropriately planned and utilised, ensuring appropriate levels of staffing and skill mix is available to maintain safe and effective care for patients.

- Working with the referring Boards to improve/ redesign patient pathways and further increase efficiencies.
- Demonstrating operational leadership both within and across divisions
- Leading on annual workforce planning in conjunction with nursing lead. Input to new service or planning of service expansion.
- Lead on the operational planning of the junior doctor resource i.e. ensuring appropriate resource is in place through active co-ordination of recruitment, ensuring appropriate policies are in place and implementation in conjunction with Lead Clinicians for leave and absence management
- Working with the relevant clinical lead to conduct Consultant annual Job plan setting and dealing adhoc job plan change requests
- Demonstrating a calm and rational approach to situations where conflict is likely
- Providing operational leadership to all staff within the division, ensuring effective arrangements for the conduct of good employee relations and the improvement of sound communications both within and outside the Division.
- Developing personnel short, medium and long term objectives which are turned into effective, affordable and achievable annual service plans for the Division which will be monitored and delivered within the financial resources available.
- Supporting the development of operational delivery objectives for all direct reports
- Demonstrating operational leadership with a focus on service redesign and efficiency.
- Ensure all staff within the division have objectives set, their performance appraised and development needs planned and reviewed on an annual basis.
- Promoting equality at work and value diversity through appropriate employment practices, including staff recruitment, anti-bullying and harassment and discrimination practices.
- Ensure staff sickness absence is managed in accordance with the Board policy ensuring the achievement of national targets.
- Participates in disciplinary and staff grievance policies and processes.
- Monitor staff attendance and ensure access to mandatory training.
- To continuously monitor and review and manage performance of objectives within own area of responsibility.
- To promote equality at work and value diversity through appropriate employment practices, including staff recruitment, anti-bullying and harassment and discrimination practices.
- To take responsibility for managing team member ensuing annual appraisal and staff development of the Clinical Scheduling Team.
- Ensure the leadership, management, motivation of staff to ensure they contribute effectively to the achievement of service objectives and service development.

Performance & Targets

The post holder will be responsible for:

- The delivery of waiting time guarantees in line with national targets.
- Contributing to the Division's LDP
- Promoting a high performance culture within the Division.
- Developing inpatient and outpatient capacity plans for each clinical specialty as necessary to inform service expansion planning and inform service capacity, staffing and delivery of waiting time targets.
- Co-ordinating plans to address cost and service pressures, capacity plans and identify potential development opportunities.
- Determining the information needs of the Division and ensure appropriate timely data

collection mechanisms are established to support capacity and demand.
- Developing effective processes for monitoring and managing elective and emergency activity, including the efficient management of bed and outpatient capacity.
- Where performance falls below set standards, taking corrective action, ensuring that all national performance targets are achieved.
- Ensuring Division Policies and Procedures are in place, regularly reviewed and adhered to.
- Identifying and developing action plans in response to relevant national policy direction, taking a lead for the division on meeting national and local performance targets, e.g. new outpatient and diagnostic targets and TTG.
- Ensuring bed occupancy, theatre utilisation and clinical resource is optimised and demonstrates value for money. Where necessary identify risks and implement corrective action.
- Support the scheduling and booking teams as required to minimise patient cancellations which will involve discussion with clinicians or head of department.
- To actively monitor waiting times, ensuring that patients do not breach National targets.

Service Planning

- Manage service improvement projects both within and across divisions, ensuring the completion of projects to time, budget and quality.
- Preparing business cases to support improved performance of the Division.
- Contributing to the identification of performance objectives and operationally manage
- Undertaking benchmarking work and regular audits (e.g. cancellation audits, referral pattern audits) then review and interpret, to identify areas of best practice in order to ensure continuous improvement and innovation.
- Ensuring the continual review of operational aspects of services to meet the needs of patients and achieve better utilisation of key facilities.
- Identifying and initiating improvements in information / performance reporting e.g. waiting list reporting, bed occupancy, activity etc. Working with ehealth to improve information reports available to inform service improvement.
- To play a key role in modernising services including reviewing operational aspects to meet the needs of patients and achieve better utilisation of key facilities. Indentify and secure resources.
- To support the operational/ strategic clinical leads in the management of medical staffing issues, including identification of medical staffing/workforce requirement, recruitment, rota monitoring etc

Governance & Risk

The post holder will be responsible for:

- Along with the clinical governance leads for Clinical Governance, for developing and implementing the clinical and corporate governance strategy for the division within the Board's framework.
- Developing and maintaining Division Risk Registers.
- Facilitating the resolution of complaints and investigations from patients, staff and other internal or external service providers in line with Board policy, this may sometimes be distressing in nature.
- Supporting, together with the Clinical Leads and Head of Nursing, root cause analyse of complaints and adverse incidents.

Health & Safety

The post holder will be responsible for ensuring that the Board's health and safety policies and procedures are complied with to maintain a safe working environment for patients, visitors and employees.

The post holder will also ensure that all staff within the Division have completed the necessary health and safety training programmes as defined by the board.

The post holder will be required to participate in the Golden Jubilee Foundation Duty Manager rota (on call for the hospital in and out of hours).

6. SYSTEMS AND EQUIPMENT

- Microsoft Word, Excel, Outlook, PowerPoint , Microsoft Project
  - Datix
  - QPulse
  - SSTS
  - Turas
  - E-ESS
  - Report manager
  - Clinical portal
  - iDashboard
  - Sharepoint
  - CaTHI

7. DECISIONS AND JUDGEMENTS

Required to negotiate with stakeholders, take decisions and give advice on a wide range of complex service related issues.

Required to exercise judgement and be held accountable for decisions made.

The post holder will:

- Analyse and interpret/compare a range of options in highly complex situations, making judgements and deciding upon correction action to ensure performance targets are achieved.
- Will be required to determine innovative approaches to solve potential problems using lateral thinking.
- Required to anticipate, identify and provide solutions to a variety of complex operational issues
- Prepare reports/work on service delivery for a wider audience.
- Ability to challenge decisions made by others on a daily basis.

Areas of advice and judgement can include issues such as:

- Leading or supporting grievance and disciplinary handling.

- Dealing with sensitive negotiations on a wide range of areas such as new organisational structures, remuneration and working arrangements.
- Dispute resolution in complex situations.

Makes a number of judgements and decisions relating to budget priorities, resources and manpower in order to deliver safe, efficient and effective for patients.

The Service Manager is primarily responsible for delivery of the Division's objectives by working closely with the Service Directors, Deputy Service Directors, other Services Managers, Medical Operational and Governance Clinical leads and the Clinical Nurse Managers across multiple specialities.

Providing cross cover for all other Service Managers is a requirement of this post.

Reporting to the Deputy Director, the Service Manager is key to assisting with developing a strategic vision for the service and will ensure service changes meet internal and external expectations to deliver the objectives of the division. Responsible for the business planning for the service within post holders remit.

Make judgements, based on factual information, when performance issues require to be escalated.

Takes decisions relating to the management of assigned projects, including making recommendations for change to the specifications, and schedules to stakeholders, senior management team and the Board.

8. COMMUNICATIONS AND RELATIONSHIPS

The post holder will be a credible and influential communicator with excellent networking and negotiating skills. They will also demonstrate a strong sense of commitment to honesty, openness, and integrity in undertaking this role

The post holder will also be required to:

- Demonstrate strong leadership, interpersonal skills and authority; able to successfully foster and manage inter-relationships between their own Division and other units.
- Demonstrate the ability to function competently both as a leader and member of the multi-disciplinary team and understand and acknowledge the role and function of other members of the team.
- Communicate externally with representatives from Health Boards across Scotland.
- Manage complex, sensitive situations across all staff disciplines including organisational change, investigation of complaints and dealing with disciplinary matters.
- Respond to an unpredictable workload, with frequent interruptions for advice throughout the day
- Respond to the competing demands from the wide range of staff across the whole division at all grades from most senior to most junior.
- Communicate effectively with managers, clinicians, staff, patients and public within the organisation and across the whole health economy, other organisations and networks as required.

- Ensure attention to detail – e.g. attention to detail and need for concentration to digest financial statements, waiting list reports and capacity analysis.
- To prepare and deliver formal presentations relevant to the post holder's areas of responsibility.
- To request information reports, then analyse and present information to support decision making, auditing and benchmarking the effectiveness of services within the post holder's area of responsibility (e.g. length of stay, capacity and demand exercises, workforce etc).

Additionally, there is a requirement for:

- Excellent verbal and written communications dealing with highly complex confidential and "politically" sensitive data and information.
- Communication directly with groups of staff and staff representatives over difficult areas such as organisational change, redeployment and disciplinary matters.
- Presentations to Managers and Staff on varied range of issues relating to service delivery.
- The ability to build effective working relationships at all levels within and outside Golden Jubilee Foundation
- Representing the Division when required by actively participating on NHS Scotland wide operational working groups.
- Frequently leading and facilitating highly emotive meetings.

Physical Demands

- VDU work, standard keyboard skills requiring a degree of speed and accuracy.
- Occasional requirement for light effort, e.g. the transportation of relevant documents covering multiple sites.
- A considerable amount of time will be based at either the computer or in meetings therefore sitting a restricted position for this proportion of duties
- Travel to attend external meetings across Scotland and potentially beyond.

The post holder will be required to possess energy and tenacity to enable them to deal effectively with a complex and demanding workload.

Mental Demands

- Meeting Waiting Time Guarantees set by the Scottish Government
- Responding to an unpredictable workload.
- Frequent interruptions for advice – several times per day
- Frequent requirement for concentration and attention to detail. e.g. attention/digest financial statements
- Responding to competing demands from the wide-range of staff across the whole Division at all grades from most senior to most junior.
- Retention and communication of knowledge and information.
- Working under financial pressures.
- Performance management of staff.

Emotional Demands

- Frequently leads and facilitates highly emotive meetings.
- Supporting other members of staff and colleagues
- Communicating with distressed members of staff
- Dealing with distressed or emotional patients and/or their relatives.
- Communication of highly complex issues with the team.
- Exposure to verbal aggression 1-2 times per week
- Dealing with staff conflict. 1-2 times per week
- Exposure to clinical information e.g. responding to complaints/incidents –this is often of a distressing nature
- Leading or participating in disciplinary procedure.

9. MOST CHALLENGING/DIFFICULT PARTS OF THE JOB

- Maintaining staff morale and developing a cohesive team approach during challenging times of change and modernisation
- Implementing service improvement both within and across divisions in a challenging financial climate.
- The post holder would be expected to have highly developed motivational skills and be persuasive when there are barriers to co-operation and understanding, i.e. service change, financial constraints, barriers to recruitment and retention of staff.
- Excellent negotiation skills to persuade others (including those for whom you have no direct responsibility to either participate in activities, for example audit, or complete work which is a priority for the project. I.e. as a result of chairing forums or leading on organisational developments.
- Chairing groups and committees with a multi-disciplinary range of members with conflicting priorities. Handling contentious issues that are raised through the course of discussion. Ability to offer guidance on how to reach an acceptable solution.
- Ensuring the delivery of treatment within challenging waiting time guarantees.
- Prioritisation and achievement of deadlines where competing deadlines exist.
- Ensuring corporate objectives are embraced and implemented throughout the Division.
- Ensuring delivery of a balanced budget
- Achieving the targets set for the Clinical Management Team
- Meeting national waiting time guarantees
- Ensuring devolved financial and activity targets are met whilst maintaining the quality of service
- Prioritisation and achievement of deadlines within the extensive and varied agenda
- Working to challenging and competing deadlines.

10. KNOWLEDGE, TRAINING AND EXPERIENCE REQUIRED TO DO THE JOB

- Relevant degree qualification or equivalent professional qualification and management knowledge, acquired through formal training and experience
- Post-graduate (masters) qualification in relevant subject or equivalent experience
- Significant operational management experience, of managing clinical services, of which

a significant amount of relevant experience should be at senior level in the NHS or another complex multi-professional public or private sector organisation

- Experience of providing services to a high quality with restricted resources
- Experience of implementing change management projects to develop or improve services.
- Experience of managing and motivating staff and teams
- A proven track record in leading and championing change within a complex organisation.
- Excellent negotiating, influencing, networking and communication skills with the presence and judgement to be credible at a senior level.
- Resilience and ability to make difficult decisions and to understand the implications of actions taken.
- A proven track record of creating a common purpose and instilling organisational values and behaviours that promotes a corporate vision
- Ability to achieve results through people
- Demonstrable experience of budget management and business and financial planning
- Effective leadership skills
- Evidence of effective problem solving skills
- Developed IT Skills.

11. JOB DESCRIPTION AGREEMENT

Job Holder's Signature: _____ **Date: _____**

Head of Department Signature: _____ **Date: _____**

Recruitment Person Specification –Service Manager

(Attributes in **bold** will be used in short listing the written applications)

	Essential	Desirable
Qualifications/ Training	**1 Degree or equivalent with specialist knowledge in healthcare service management. (Shortlist)** **2. Post-graduate (masters) qualification in relevant subject or equivalent experience (Shortlist)**	**(1) Evidence of continuous professional development (Shortlist)**
Experience	**3. Operational Management experience in managing clinical services within a healthcare setting (Shortlist)** **4. Demonstrable experience of budget management and business and financial planning (Shortlist)**	(2) **Recent & in-depth waiting list management experience (Short List)**
Skills/ Knowledge	5. Ability to communicate effectively with all levels of staff and patients. (Interview /Selection Process) 6. Ability to work efficiently and timeously – e.g. Evidence of multi-tasking and responsiveness to unpredictable workload. (Interview /Selection Process) 7. Experienced and proficient in the use of the Microsoft products including Excel, Power point, Word and Project. (Interview /Selection Process)	(3) Excellent report writing and presentational skills (business cases, SBARS, reports or strategies) (Interview /Selection Process) (4) Excellent Presentational skills with experience of presenting to large multidisciplinary groups (Interview /Selection Process)
Under-standing of the objectives of the NWTC Board		(5) Understanding of the Golden Jubilee Foundation objectives and values (Interview /Selection Process)
Service Development	**9. Can-do approach with a proven track record on significant service redesign / service improvement projects. (Shortlist)**	(6) Evidence of leading quality improvement projects (Interview /Selection Process)
Clinical Audit & Risk Management	10. **Good understanding of key principles of clinical governance, data protection, risk management, patient safety and basic quality improvement methodology. (Shortlist)**	
Leadership	11. Evidence of previous strong leadership in a complex working environment. (Interview /Selection Process) 12. A good team player who shows evidence good negotiation skills and an innovative approach to problem solving. (Interview /Selection Process)	