

Job Title: Associate Director of Operations and Nursing

Reporting To: Director of Service Delivery

Department(s)/Location: Service Delivery

NHS Job ID: Sco5/AS/M/O/ADON1

**JOB PURPOSE**

To provide professional clinical and operational leadership to all frontline staff and support teams (clinical and non-clinical) providing care to the Scottish public across a range of services located throughout the national NHS 24 estate.

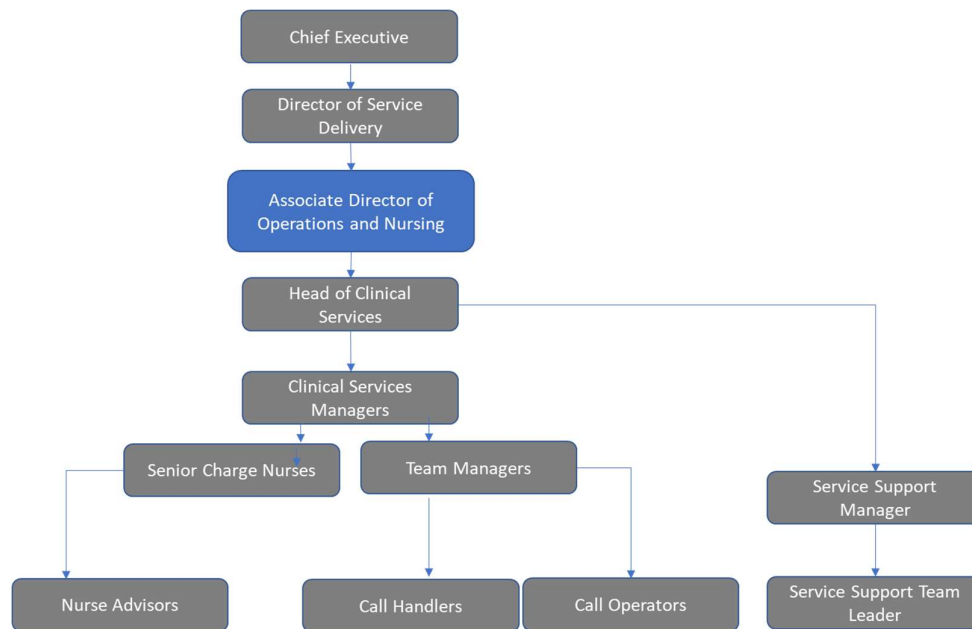
Directly responsible and accountable for the clinical and operational service delivery KPI's whilst providing professional clinical and operational expertise and advice to the NHS 24 Board and the Executive Team

To work in partnership with the Partner Health Boards and other significant key stakeholders and sponsors

Leading a team of senior managers, the post holder will ensure management of resources in an efficient and effective manner to achieve NHS 24 strategic objectives and operational goals.

Close strategic working with Scottish Government and deputises for Director of Service Delivery.

**1. ORGANISATIONAL POSITION**



## 2. SCOPE AND RANGE

NHS 24 is the national contact centre organisation for NHS Scotland and is responsible for providing a range of telehealth and digital services to people across Scotland. NHS 24 also supports and facilitates developments in telehealth and telecare to improve the health and wellbeing of the population. Delivery of safe, effective and person-centred care to the people of Scotland is the absolute priority for NHS 24.

Our services are delivered across a range of channels including telephone, online, web chat, text, email and social media, on a 'Once for Scotland' basis to complement the face-to-face delivery of NHS Scotland's health and care services. Our strategy is aligned with the Scottish Government's vision for health and social care.

The Board currently employs circa 2000 staff across its 6 regional contact centres and a number of local contact centres.

The post holder monitors and controls a budget of approximately £12+ Million.

### DIMENSIONS OF THE ROLE

This role spans across all of NHS 24 sites (6 regional, a number of local centres and some remote working sites) The number and variety of the key services, which this role is responsible to deliver which currently includes the telephone triage service 111, the National Health and Care Information service NHS inform, the Mental Health Hub, Breathing Space, Care Information Scotland and, more recently, providing an Urgent Care support service to the citizens of Scotland.

The post of Associate Director of Operations and Nursing is based in a specified NHS 24 contact centre, but will be required to travel as and when required

The post holder will be expected to operate both autonomously and virtually at a Senior Management level. The post holder will require to be a self-starter, have critical analysis and decision-making skills and the ability to use their own initiative.

With the support of the Heads Of Clinical Service (positioned in each of the 6 regional centres, the Associate Director of Operations and Nursing will manage a range of multi-disciplinary teams which include a range of clinical staff (Snr Clinicians, Pharmacists, Mental Health, Dental) as well as non-clinical specialist staff (Call Handlers, Call Operators, Administration) in addition to support function staff.

## 3. MAIN DUTIES/RESPONSIBILITIES

- Responsible and accountable for leadership and delivery of an operationally and clinically effective service across all NHS 24 sites on a daily basis
- Implement and monitor the performance management process for direct reports through the setting of professional, clinical efficiency and managerial objectives, participating in regular reviews in order to ensure the delivery of a clinically and operationally safe and effective service.
- The post holder provides the key professional leadership and advice for operations across all sites
- Forge positive relationships with peers to support balance across the professional performance finance and workforce agenda

- Undertakes the provision of an on-call service (exclusive of holiday cover) responding to escalated calls and the requirement when necessary to attend the contact centre in the Out of Hours period.
- Responsible and accountable for the implementation of NHS24 organisational risk reduction policies. This includes the management and accurate reporting of incidents, complaints and performance measures that meet the requirements of NHS 24 organisational strategies on Risk, Complaints, Clinical Governance and Performance Management.
- In line with the National Model responsible for the creation and implementation of clinical and operational policies and procedures that safeguard and ensure Business Continuity plans exist and are activated following a malfunction caused by technical/estates and or resource related issues. Or in response to a National Pandemic
- To ensure the implementation and monitoring of contact centre practice and service delivery that incorporates Information Technology and Clinical Development Support Software components in order to ensure the delivery of clinically effective and efficient practice. Lead and encourage innovation in line with NHS 24 Development within the Clinical Governance framework and the professional regulatory framework (NMC) for nursing and midwifery.
- To work closely with the Director of Nursing and Care in formulating and implementing the NHS24 nursing Strategy including participation and contributing to nursing research and development.
- To work closely with the Medical Director/s and member of the wider Medical Directorate Team.
- To be accountable for the implementation of the NHS 24 Quality Strategy and framework across the directorate ensuring that a proactive approach to improvement is established in line with leading edge practice and standards, whilst maintaining operational performance at all times .
- To implement, support, develop and monitor the strategy for the development of frontline staff in order to ensure the skills and competencies of all staff are maintained and developed through the provision of personal development planning and facilitated continuous improvement.
- Play a key role in the identification, development and implementation of NHS 24 strategic aims, service developments (e.g. e-Health), organisational and national policies (e.g. HR, Operational), processes and procedures that support staff and enhance service delivery.
- Play a key role in Partnership Working across the organisation and with external stakeholders to enhance patient services and ensure robust multi-disciplinary, multi-professional and multi-agency working.
- Act as the lead Account Manager (manage partner relationships and strategic relationships) for Health Boards to establish and maintain effective working relationships with NHS24 partners and national service providers e.g. Scottish Ambulance Service.
- In line with NHS 24 strategic direction be accountable for Service Delivery workforce planning, recruitment and retention in order to ensure the appropriate skill mix and staffing establishment is available to meet service demands.
- Responsible for the development and implementation of efficient and effective Contact Centre communication systems and processes that support an open and transparent exchange between senior management and frontline staff ensuring that staff have their voices heard.
- Ensure that effective systems are established and maintained for the management of Facilities, Contact Centre environment and Health & Safety.

- Responsible for the achievement of Operational and Clinical Key Performance Indicators (KPI's). Personal objectives are set in conjunction with the Director of Service Delivery and are reviewed within a 6 monthly basis.
- Provide specialist knowledge and skills combining clinical and contact centre expertise within a unique healthcare environment.
- Responsible for adherence to grievance and disciplinary issues as per NHS 24 Policies.

#### 4. SYSTEMS AND EQUIPMENT

Daily use of laptop/ computer for prolonged periods of time (4-5 hours on a daily basis). Use of:

The post holder is required to be a user in the following IT systems as follows. However, the ability to adapt and maintain knowledge in new systems and processes is a key part of the role as our IT & Digital eco-system evolves over time.

- **Patient Relationship Management Systems (SAP CRM)**
- **Telephone Systems (SAP BCM/Sinch)**
- **Performance Management Dashboards (Power BI/e:Ess)**
- **Microsoft Word** – for the provision of committee papers, reports, communication.
- **Microsoft Excel** – for the analysis of complex data
- **Microsoft PowerPoint** – for the purpose of presentation.
- **Microsoft Outlook** – for effective and efficient communication with everyone in the organisation and external stakeholders as well as diary management.
- **Microsoft Teams** – enable virtual meetings
- **HR Management Information System** – for recording and managing team members absence history.
- **Audio visual equipment** including video conferencing, laptop projectors during presentations.
- **e-Expenses**
- **SSTS**
- **PECOS**
- **WFM** – Analysis of real-time service and agent performance
- Organisational Learning & Development systems and platforms (TURAS)

#### 5. DECISIONS AND JUDGEMENTS

- The post holder is required to make judgements and interpretations across a wide range of issues including legislation, Government directives, policies and guidance which have frequent conflicting priorities, assessing possible courses of action and making recommendations on implementation. This includes areas of clinical practice, patient pathways, professional competence, staff capability; disciplinary and grievance.
- A key member of the NHS 24 executive team, the postholder is responsible for the clinical and operational delivery of all front-line, patient facing services. They will use their subject matter expertise and knowledge to inform, influence, recommend and then implement national and organisational wide change management initiatives, with no detriment to patient care or service delivery
- The post holder is required to constantly demonstrate and utilise effective leadership and decision making skills in order to support their staff and also lead effective communication and service delivery across all sites.

- The post holder is required to make judgements about the delivery of complex and difficult information where the recipient is potentially resistant to change or redesign.
- The post holder is required to exercise high level initiative, judgement and discretion in deciding the appropriate action/s to be undertaken.
- The post holder is required to make critical decisions based on management information available at the time in order to ensure the maintenance of a safe and effective clinical service.
- The postholder is required to exercise high level initiative, judgement and discretion in deciding the appropriate action(s) to be undertaken when negotiating and communicating externally with Scottish Government and NHS Boards
- The postholder will utilise clinical knowledge and awareness of local and national approaches to deliver health care, to develop, negotiate and drive forward improvements in national patient centred clinical pathways.
- Responsible for the delivery of safe and effective clinical care, the postholder by means of explanatory evidence will be required to represent NHS 24 in clinical legal matters egl Fatal Accident Enquiries
- Responsible for staff dismissals and contract terminations
- Responsible for working closely with the Director of Service Delivery supporting by recommending the future vision for the Service Delivery Directorate and the longer-term strategy including the introduction/expansion of services, the workforce establishment (number of staff and the skillsets required to achieve targets) as well as facility and estate requirements, (location and operating hours of centres/services) The requirement to support service evolution whilst future proofing within budget, whilst achieving mandated financial savings.

## **6. COMMUNICATIONS AND RELATIONSHIPS**

- The postholder will communicate with a wide range of staff both clinical and non- clinical, across the NHS 24 estate and with senior officials or partner agencies and external organisations. They are required to manage and reconcile conflicting views (internally & externally) and to demonstrate competencies in consultation, negotiation and influencing skills especially where there are significant barriers to acceptance or understanding.
- The post holder should have experience in leading large and diverse operations, with a good understanding Operational Excellence and supporting performance, communications and change management in this type of operation.
- The post holder is required to demonstrate competence in consultation, negotiation and influencing skills. Leading by example in accordance with NHS 24 values.
- The post holder is required to manage media relationships providing a clinical and operational perspective. This will include interviews with reporters, written submissions, public meetings and radio interviews.
- The post holder is required to communicate effectively on clinical, ethical and legal matters and in accordance with Duty of Candour .

**Internal:**

The post holder is required to communicate effectively and develop ongoing robust working relationships and positive interactions with the following internal stakeholders:

- Staff /Clinical Governance Committee, Executive Management Team, & NHS 24 Board Members
- Associate Director of Operations and Performance
- Director of Strategy & Transformation
- Director of Nursing and Care
- Medical Director & Associates Director of Workforce
- Director of Communications
- ICT Director
- Heads of Clinical Service
- All contact centre staff and managers

In addition, the post holder is continually required to promote a facilitative, solution focussed management style that encourages partnership working with all staff groups.

**External:**

- With Directors and Senior Managers of Health Boards, to develop joint approaches to key national issue and to develop national NHS 24 services and joint working in ways that reflect the needs of both parties.
- With key staff across national and Territorial Boards to ensure their needs are understood and to influence their perception of NHS 24 ensuring effective partnership relationships are in place.
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The post holder is required to communicate effectively and develop ongoing robust working relationships and positive interactions with the following external stakeholders:

- Operational partners such as Accident & Emergency, Scottish Ambulance Service and Out Of Hours Hubs including General Practitioners
- Local NHS Health Board partners, Higher Education Institutions, Quality Improvement Scotland, Local Health Councils, Community Councils, Local health groups and other external stakeholders
- Similar post-holders in other organisations such as 111 England and 111 Wales and other aligned services.

**7. PHYSICAL DEMANDS OF THE JOB**

- The role of the Associate Director of Operations & Nursing can require attendance at meetings across all NHS 24 sites and Health Board partners and, as such, requires travel to undertake the duties effectively. This requires long periods of time spent in the car/train includes regular time away from home and overnight stays.
- The position necessitates a substantial amount of time multi-skilling, discussing issues, listening and report writing, through attending meetings, and utilising the telephone and Laptop/computer.
- The post holder operates in an environment where there are frequent interruptions through informal and formal approaches.

- As the organisation continues to evolve there is a high constant (physical and mental) volume of priority work still to be achieved and delivered. At times it can be difficult to manage the volume and consequent conflicting priorities/demand, within the required time constraints..
- Due to the nature of the service provided, the conflicting priorities between meeting with partners and other external stakeholders, and provision of a predominantly Out-of-Hours service (with a substantial on call commitment) inevitably results in long working days.

#### Mental Effort

- Requires a high level and prolonged periods of concentration whilst participating in back to back meetings especially at Government and Board level. Likewise, when writing strategic and executive papers. Frequent intense concentration for in-depth analysis, evaluation, and report writing.
- Expected to respond to interruptions as a result of escalated emerging service issues and switch focus to address before resuming to planned events or managing the incident
- The postholder works in an evolving, dynamic, complex and highly pressurised environment resulting in continued changes to diary engagements and priorities at short notice. The postholder is contactable at all times while on duty and when on-call

#### Emotional Effort

- NHS 24 a pivotal and high profiled organisation delivering a unique service in the NHS in Scotland and acting as a frontline service to primary care access has resulted in intense media and political interest in the service and this has added to the usual stresses common in a senior NHS manager's role.
- To represent NHS 24 in court and/or to meet with bereaved families to discuss highly emotive and sensitive information relating to the level of care provided, which at times may have fallen below the standards of care the organisation strives to achieve
- Frequent indirect and direct exposure to highly emotional/highly distressing circumstances as serious complaints, investigations and potential episodes of malpractice are escalated for review and a decision on the organisations response. This will include FOIs, significant Adverse Events, Duty of Candour and NMC codes of practice and conduct
- Frequent emotional demands as an investigator or reviewer of patient safety incidents and matters relating to staff mis-conduct resulting in the requirement to dismiss/terminate employment.
- Managing the constant demands which arise from dealing with a multi-disciplinary service of this nature whilst demonstrating empathy in dealing with staff emotional and personal problems. Counselling staff on personal and professional issues

### **8. MOST CHALLENGING/DIFFICULT PARTS OF THE JOB**

- The requirement to deliver a safe, consistent and clinically appropriate service to the people of Scotland 24hours a day, 365 days a year whilst achieving the operationally agreed KPI's and creating a culture that reflects the organisational values.
- Telehealth and Telecare are developing professional areas of healthcare and as such requires robust education, training, ongoing professional. knowledge The clinical roles in NHS 24 require high levels of critical thinking and decision making skills
- Ensuring delivery of a robust multi-disciplinary service ensuring the availability of necessary resources, physical and environmental and financial, within the context of a highly dynamic organisation and an unpredictable workload.

- Influencing and contributing to the external national agenda to ensure that the challenges of NHS 24 are considered and addressed especially at critical times such as Pandemic or in response to a National Health Protection Scotland incident.
- Achieving strategic and operational objectives whilst operating flexibly in an environment of change and prioritising activities accordingly to meet the demands of the organisation.
- The management of a significant workforce (approx. 1800 staff) requires emotional effort when applying Human Resource policies and procedures i.e. addressing sickness/absence, disciplinary and performance management issues. This will involve investigating and managing uncomfortable and disputed issues, which can lead to dismissal
- Managing significant programmes of change (estates/technology/clinical practice) within a complex environment including negotiating service level agreements and implementing change across multiple internal and external diverse platforms, services and system applications whilst operating a 24hr 365 day service
- The handling of serious complaints relating to the death or significant harm to patients. Creating an environment of continuous learning and ongoing review of Operational and Clinical processes to ensure appropriate and safe practices are consistently being delivered across the full range of services and multi-disciplinary teams

**9. KNOWLEDGE, TRAINING AND EXPERIENCE REQUIRED TO DO THE JOB**

- Healthcare Professional who holds registration with the NMC or HCPC
- First degree essential with postgraduate management qualification
- Extensive Senior Clinical and Operational Management experience within the NHS across a range of service areas.
- Experience in leading large and diverse operations with clearly defined KPIs and performance frameworks
- Extensive clinical experience within unscheduled care and critical decision-making environments.
- Evidence of effective change management skill and experience.
- Evidence of strong leadership qualities is essential.
- Evidence of successful partnership working
- Advanced communication and interpersonal skills
- Be able to demonstrate knowledge of NHS Scotland's Leadership Qualities framework or equivalent framework.
- Management knowledge gained through experience and continuous professional development.
- Extensive knowledge of clinical guidelines and standards within the health care agenda
- A proven track record in sound and effective leadership.
- Ability to think strategically, corporately and act as a team player.
- A proven track record in developing innovative solutions in meeting organisational requirements and motivating staff to affect change.
- Analytical Interpretation of management information
- Experience in operational change management, with experience in digital transformations being a benefit

**10. JOB DESCRIPTION AGREEMENT**

Job Holder's Signature:

Date:

Head of Department Signature:

Date:



OFFICIAL