

## JOB DESCRIPTION

<b>Job Title</b>	Director of Service Delivery
<b>Location</b>	Cardonald/Flexible
<b>Immediate Line Manager</b>	Chief Executive NHS 24

### 2 Job Purpose

The purpose of the role of Director of Service Delivery is to lead the delivery of a high quality and clinically safe health and care services 24 hours a day, 7 days a week, across Scotland through leading and monitoring operational services. The role is also responsible for forging links with external partners to ensure effective collaboration, engagement and sign posting as part of the wider NHS Scotland systems.

- To lead, direct and manage the operational delivery of health and care services for NHS 24. Assisting and advising the Chief Executive and Board on the delivery of clinically safe services.
- To develop an enhanced range of clinical and information services recognising the needs of the population and ensuring these services can be accessed by as many people as possible, (omni-channel service delivery).
- To lead and drive performance management across all operational services ensuring continuous improvement and for the transformation of service delivery models to meet the emerging finance, digital and NHS Scotland health and care priorities.
- To ensure effective and efficient use of resources across the Directorate through the provision of forward thinking approaches to rostering and resource allocation ensuring that responsibility for decision making is devolved to people and teams wherever possible.

As an Executive Team member, the Director of Service Delivery will fully contribute to, and participate in, the governance, strategic development and corporate management of NHS 24 and will provide professional leadership, expertise and advice to the Board and the Executive Team on service delivery matters.

### 3 Dimensions

NHS 24 is a National Health Board established to provide a national 24-hour service providing clinical assessment and referral, health advice and information by telephone to the people of Scotland through a network of contact centres and digitally through NHS Inform and other channels. NHS 24 plays a key role within the NHS system, acting as a customer/patient gateway to the NHS in Scotland. It also supports and facilitates the development of other digitally enabled services on an ongoing basis recognising the changing health and care needs of the people of

Scotland.

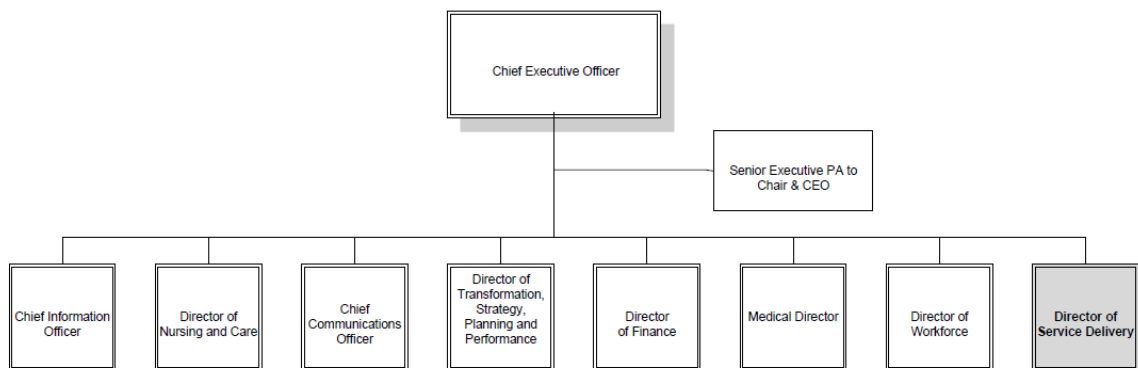
Our services are delivered across a range of channels including telephone, online, web chat, text, email and social media, on a 'Once for Scotland' basis to complement the face to face delivery of NHS Scotland's health and care services.

The role of the Service Delivery Directorate is to deliver a high-quality, efficient and clinically-safe services to the whole of Scotland. This national service operates 24 hours every day throughout the year and handles circa 1.8 million calls per annum and 58 million views on NHS Inform.

The Director of Service Delivery is responsible for leading a group of approximately 1,200 (wte's), comprising of frontline staff, administration and management who are geographically dispersed across a number of sites across Scotland and to:

- Lead and deliver clinically safe and effective telephony and digital services to the people of Scotland.
- Lead and manage service performance to meet national performance targets ensuring a process of continuous improvement.
- Lead and continually improve the service delivery model.
- Work in partnership with the NHS system in Scotland to ensure visibility of services and effective signposting.
- Be responsible for the management and control of a significant budget totaling £62m of staff and non-staff costs out of the total organisational budget of £100m.

#### 4 Organisational Chart



#### 5 Role of the Department

The role of the Service Delivery Directorate is to deliver a high-quality, efficient and clinically-safe service to the whole of Scotland. This national service operates 24 hours a day 7 days a week and handles around 1.8 million calls per annum. As the service develops it will move to take on increased responsibility for the delivery of omni-channel services.

The primary remit of the Directorate includes:

- Responsibility for the delivery of all patient facing services including 111, Breathing Space, Living Life, Mental Health Hub, Dental and other non-clinical services. Ensuring

that the services are clinically safe and accessible.

- Oversight of operational performance to ensure achievement of national targets on average call handling and other associated performance measures as omni-channel delivery increases through advances in technology.
- Oversight and management of significant staffing resource to deliver clinically safe and effective patient facing services that are efficient and effective.

## **6 Key Result Areas**

As a Director of NHS 24, participate fully in the corporate management, decision-making, planning and strategy development of NHS 24. As a Director of Operational Service Delivery, provide professional operations management expertise directly to EMT and the Board as required. Ensuring that operations management strategies are effectively integrated and aligned within corporate management processes. The post holder will:

- Lead, direct, deliver and regularly review the operations management strategy and delivery plans for NHS 24 to reflect national policy and strategy developments which incorporates leading-edge contact centre practice and digital developments.
- Provide strategic leadership to the Directorate, working in collaboration with executive colleagues to ensure delivery of the strategy and operational plan, programmes and projects, whilst supporting NHS 24 to adapt and change as its role develops within the NHS in Scotland.
- Provide specialist advice and recommendations to the NHS 24 Board, Board Committees and the Executive Team on operations management issues and ensure all areas of operations activity are in line with regulatory requirements and conform to high standards of corporate governance.
- Develop, implement and monitor an effective organisational performance management process for NHS 24 and a continuous improvement approach to performance management is embedded in the performance management process.
- Lead, direct and manage all NHS 24 Service Delivery staff including management, clinical, call handling, dental, AHP and support staff to achieve agreed standards of service, to ensure that arrangements are in place for the effective performance management and training of staff to meet the national staff governance standards.
- Working collaboratively with the Director of Workforce to ensure that Service Delivery is adequately resourced with the right skill mix and staffing levels across the service at all times. Ensuring the appropriate deployment and utilisation of staff (including home and centre based staffing models), and the correct clinical and management supervision alignment whilst enabling an open, supportive and positive culture that maximises the potential of individuals and ensures efficiency, effectiveness and high standards of contribution to the work of NHS 24.
- Deliver the directorates financial plan through effective budgetary management and controls and continues to ensure efficiency, effectiveness and value for money
- As a Director of NHS 24, collaborate with executive colleagues and share in the development, implementation and monitoring of NHS 24 strategy and provide strategic leadership to specific elements of the planning and development of NHS 24 services in relation to service delivery.
- Establish and maintain formal and informal links between NHS 24, and the Contact Centre industry, nationally and internationally, and use these links to benchmark and develop

NHS 24 services.

- Establish and maintain effective relationships with stakeholders across NHS Scotland and the Scottish Government to ensure that strategic planning and operational performance management processes respond to, support and influence changing patient needs.

## **7 Assignment and Review Work**

The Director of Service Delivery has a significant level of autonomy within NHS 24 and the role will work across government policies and priorities at national and local levels, with a level of independence which is aligned with NHS 24's strategy and Scottish Government health and care policy priorities. Priorities are also generated within NHS 24 by the NHS 24 Board, its governance committees and the Chief Executive, and externally by professional and other regulatory bodies.

The post holder is expected to fulfill his/her role within the parameters of established national and organisational priorities, policies and procedures. The post operates within the NHS 24's own strategic framework to which the post holder contributes as a member of the Executive Management Team. The post holder must also take account of national regulatory requirements such as legal and professional frameworks. The post holder is responsible for providing the Chief Executive and the Board with specialist advice, in relation to the operation of services within his / her area of responsibility.

Review of performance in the post is undertaken through the agreement of performance objectives and individual performance appraisal by the Chief Executive, reviewed by the Remuneration Committee. Formal appraisal is undertaken on an annual cycle, but the Chief Executive will undertake more frequent ongoing, informal reviews of current developments and progress on significant issues on an ongoing basis, giving authority where necessary for the post holder to proceed with matters out with the scope of his/her delegated authority.

The leadership for local interpretation and implementation of central guidance and the achievement of organisational aims relevant to this role primarily comes from the post holder who is responsible for ensuring the provision of appropriate information, analysis and advice to the Board and for executing its decisions.

The post holder may be tasked with undertaking specific projects on behalf of the NHS Scotland, the Scottish Government and wider public sector. These will be subject to external review and monitoring within the context of appraisal and review outlined above.

## **8 Communications and Working Relationships**

The post holder must have a high degree of professional and personal credibility coupled with very highly developed communication and interpersonal skills that will enable them to develop and sustain positive and proactive relations with:

Internally

- With the NHS 24 Board, Executive Management Team and Senior Managers, to develop NHS 24 strategy, review organisation performance and provide expert advice
- With staff at all levels, and their representatives, to review and develop NHS 24 practice and effectiveness.
- Work with the Director of Nursing and Care and Medical Director to ensure professional and clinical requirements are translated into operational environment.

Externally

- With Directors and Senior Managers of NHS Boards and the National Care Service, to develop joint approaches to key issues (e.g. contact centre access strategies) and to develop NHS and care services in ways that reflect their needs
- With NHS Boards, Out of Hours service providers, the Scottish Ambulance Service, 3<sup>rd</sup> sector partners and other stakeholder groups and to ensure their needs are understood and met, and to influence their perception of NHS 24
- With Local Authorities, voluntary organisations and others to facilitate joint and integrated working to deliver the NHS 24 strategy
- With National and Local Officers of Trade Unions and other professional organisations, to ensure a partnership approach to developing working practices and procedures unique to NHS 24
- With Heads of Department and others in the Scottish Government Health and Social Care Directorates, to ensure NHS 24 strategies reflect national policy, and to provide expert advice in respect of contact centre services
- With Senior Managers of similar healthcare organisations in the UK and elsewhere, to learn from their experiences and encourage joint-working where appropriate
- With Senior Managers in key provider organisations (e.g. telecommunications providers) to develop appropriate approaches to access, performance management and knowledge management.

## **9 Most Challenging Part of the Job**

Building and developing a high-quality, efficient and clinically-safe contact centre organisation within an NHS and Social Care context against exacting timescales, whilst ensuring appropriate relationships are developed and maintained with other NHS organisations, including Boards, OOH service providers, (both potential sources of NHS 24 nursing staff), National Care Service and staff organisations

Being able to continually develop and enhance the service delivery model embracing digital technology whilst ensuring high levels of patient experience through increasing access, meeting service performance targets and adapting to the changing needs of the population.

## **10 Qualifications and/or Experience Specified for the Post by the Employing Authority**

The job requires a leader with the drive, understanding, experience and political awareness necessary to provide leadership in relation to the development and implementation of strategy, planning and performance of the organisation.

### **Qualification**

- Degree level in a relevant discipline, a post-graduate qualification or equivalent would be desirable.
- Evidence of continuing professional/personal development, including management and leadership development.

### **Experience**

- Extensive previous senior management experience in a substantial post including

experience within the NHS or an equivalent organisation, and in contributing to Executive Management Team and Board Meetings

- Extensive experience of developing and managing a large contact centre through maximising the use of technology
- Experience of developing omni-channel solutions using a range of technologies
- Experience of working with the public sector, and a clear understanding of public sector issues
- Strong focus on achievement and delivery, with a creative but pragmatic approach to problem-solving.
- Demonstrable track record of designing, assessing organisational impact and successfully implementing a strategy to transform a service model
- Experience in managing major organisational change and development.
- Excellent leadership skills, particularly influencing and inter-personal skills;
- Excellent staff management and communications skills to earn confidence and respect necessary to deliver change and support the development of an open and inclusive culture
- Experience of successfully leading, motivating and managing a diverse team of staff.
- Highly developed influencing, negotiating and facilitation skills;

### Competencies

- **Leadership:** Communicates a compelling vision and provides visible and supportive direction and guidance that empowers, enables, motivates and develops staff to achieve NHS 24's goals;
- **Strategic Thinking:** The ability to transform strategy into implementation planning and project/change management to deliver significant and measurable outcomes;
- **Improving Quality:** Focuses on continually improving outcomes for customers, patients and other stakeholders;
- **Achieving Results:** Develops and implements SMART service plans and reviews own team and service performance against these;
- **Political Awareness:** Fostering and building effective alliances underpinned by a strong ethos of partnership working with a broad range of stakeholders;
- **Working in Partnership:** Builds effective relationships with staff, customers and other stakeholders;
- **Improving Performance through Team-working:** Works effectively as a team member and leads their staff with tenacity to deliver shared goals;
- **Caring for Staff:** Creates a healthy, safe and dynamic working environment in which staff wellbeing is promoted and individuals are supported and motivated in their roles;
- **Communicating effectively:** Communicates clearly and consistently and ensures that

staff, customers and other stakeholders influence service planning and delivery;

- **Promotes a Learning Organisation;** Views learning as integral to service planning and delivery and develops organisational learning plans to maximise staff potential.

**Demonstrates through behaviours and actions an absolute commitment to NHS 24's Values.**