Executive Director of Nursing and Governance
Information Pack
Dear Candidate

Executive Director of Nursing and Governance

Thank you for your interest in the role of Executive Director of Nursing and Governance.

I am delighted that you are considering a role in the Trust and for taking the time to read this information pack.

This is an exciting time for the Trust having just successfully acquired our neighbouring Ambulance Trust. We now provide 999 Emergency Ambulance Services (A&E) across Cornwall and the Isles of Scilly, Devon, Dorset, Somerset, Wiltshire, Gloucestershire and the former Avon area (Bristol, Bath, North and North East Somerset and South Gloucestershire).

In addition to the A&E services the Trust provides GP Out of Hours Urgent Care Services, Patient Transport Services and the new NHS 111 Service.

I am pleased that following a CQC inspection in January 2013 we continue to operate with no compliance issues and received overall extremely positive feedback.

The Trust’s strategic goals and corporate objectives places the safety of patients and the delivery of high quality services as a top priority.
The Trust’s Strategic Goals:
- Safe, Clinically Appropriate Responses
- Right People, Right Skills, Right Values
- 24/7 Urgent Care
- Creating Organisational Strength.

The Trust’s Corporate Objectives:
- Deliver and improve upon the national ambulance and out of hours service quality indicators to provide high quality patient focused services;
- Deliver national and local commitments to support continuous improvements in patient care;
- Ensure the Trust remains fit for purpose through sustainable service development;
- Ensure the Trust delivers against its social and organisational responsibilities.

In 2013/14 we continued our right care initiative, focused on providing patients with the most appropriate care. The Trust is committed to working with the wider health community to deliver these goals and continues to treat more patients safely and appropriately at home than any other ambulance service in the UK.

More information is available in this pack and on our website www.swast.nhs.uk

Please do not hesitate to get in touch if you would like to discuss this opportunity on an informal basis.

I hope that you are excited by this challenge and that you will be inspired to apply.

Yours faithfully

Ken Wenman
Chief Executive Officer

Enc(s)
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1. About South Western Ambulance Service NHS Foundation Trust:
   ▲ Mission, Vision & Values
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4. Organisational Structures:
   ▲ Chief Executive Structure (on request)
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5. Job Description and Person Specification (Please refer to separate document at Appendix)
Mission, Vision and Values

Trust Mission Statement
The Trusts Mission Statement is ‘To respond quickly and safely to save lives, reduce anxiety, pain and suffering’.

The Trust’s Vision Statement:
To be an organisation that is committed to delivering high quality services to patients and continue to develop ways of working to ensure patients receive the right care, in the right place at the right time.

The Trust Values
- Respect and Dignity
- Commitment to quality of care
- Compassion
- Improving Lives
- Working together for patients
- Everyone Counts
Overview

South Western Ambulance Service NHS Foundation Trust (the Trust) has a longstanding reputation for quality, innovation and high performance and is one of the best known ambulance services in the UK. It was the first ambulance service to be authorised as an NHS Foundation Trust on 1 March 2011 and, on 1 February 2013, the Trust acquired its neighbour Great Western Ambulance Service (GWAS). This created a single ambulance service that covers the entire south west region and provides emergency care to around 2,500 people every day.

The enlarged Trust serves a resident population of over 5.3 million people plus an estimated annual influx of more than 17.5 million tourists. The Trust covers almost 10,000 square miles, which is approximately 20% of the English mainland. The Trust provides services across the counties of Cornwall and the Isles of Scilly, Devon, Dorset, Somerset, Wiltshire, Gloucestershire and the former Avon area (Bristol, Bath, North and North East Somerset and South Gloucestershire). The operational area is predominantly rural but also includes the City of Bristol and a number of other urban centres including Gloucester, Plymouth, Bath, Bournemouth, Swindon and Poole.

The Trust Profile

The business of the Trust is centred predominantly around a range of core services that are delivered across three operational divisions:

- North Division covering Bath and North-East Somerset, Bristol, Gloucestershire, North Somerset, South Gloucestershire and Wiltshire;
- West Division covering Devon, Cornwall and the Isles of Scilly;
- East Division covering Dorset and Somerset.
Trust Headquarters are based in Exeter, Devon (marked A on the map), co-located with one of the Trust’s clinical hubs (emergency control rooms). The Trust has a further three clinical hubs, 97 ambulance stations (leasehold and freehold) and 14 vehicle workshops (four of which are non-ambulance stations).

In addition the Trust utilises a range of facilitated and non-facilitated dispatch points and Trust clinicians also work in the heart of communities in Local Treatment Centres (LTC) and Minor Injury Units (MIU).

The Trust has a total of 1071 vehicles comprised of the following:
- 307 A&E frontline vehicles;
- 24 HART vehicles;
- 283 Rapid Response Vehicles (including OOHs and responder cars);
- 97 Patient Transport Service vehicles;
- 217 other vehicles including mules, resilience, pool, logistics vehicles, events and training.

As at 30 September 2013 the Trust employs a workforce of 3,618 whole time equivalents. The Trust also has access to 167 (162 WTE) student paramedics, 524 bank staff, 315 sessional General Practitioners who support delivery of the Out of Hours Service, and 2,994 responders who support delivery of the A&E service. Responders are individual volunteers or partner agencies that respond to emergencies within their local communities and include:
- **Community First Responders**: Volunteers who support their local community by attending emergency calls ahead of an ambulance;
- **St John Ambulance Community First Responders**: Volunteers working for St John Ambulance who respond within their local community ahead of an ambulance;
- **Fire Co-Responders**: Retained fire fighters who attend emergency calls on behalf of the Trust, as part of their day to day role with the fire and rescue service;
- **RNLI Co-Responders**: Life guards who patrol beaches and respond to local incidents;
- **Establishment Based Responders**: Staff who respond to an incident that may occur during their normal working day, for example in a railway station or shopping centre;
- **Staff Responders**: Ambulance clinicians who volunteer to attend emergencies in their local communities on their day off.

The organisation is configured under six Directorates led overall by the Chief Executive, with delegated budgets based upon functions and responsibilities:
- Delivery;
- Finance and Performance;
- Human Resources (HR) and Organisational Development (OD);
- Information Management and Technology;
- Medical Nursing and Governance.

In addition the Trust has a Public Relations (PR) and Communications Department that reports to the Chief Executive. More details on the leadership arrangements of the Trust are set out in Chapter 6.
Core Services

The Trust provides a range of ‘core services’ that require a clinical hub including call handling facilities, initial triage (clinical assessment), advice, filtering, signposting and call allocation or dispatch capabilities. These core services are set out in the following sections.

Emergency/Ambulance Services

For the Trust, this involves three main types of service; 999 A&E services, Hazardous Area Response Teams (HART) and Patient Transport Services.

999 A&E Services

The Trust provides emergency and urgent responses to ‘Red’ or ‘Green’ categorised injuries and illnesses, which are likely to require treatment and possible transport to a hospital or other facility. Provision covers and is commissioned by all 12 Clinical Commissioning Groups (CCGs) in the south west region and activities included within this core service are:

- Call handling and triage of 999 calls from the general public;
- Call handling and response management to requests from healthcare professionals (HPC Calls) and other emergency services;
- Prioritisation of calls, utilising an approved IT system, into either Red (Category A8 Red 1, Red 2 or A19) or Green (Green 1 to 4 dependent upon contract) calls;
- Identification and onward referral to alternative care pathways;
- The provision of front line and rapid response vehicles with suitably qualified staff, including Community First and Co-Responders, Paramedics, Student Paramedics and Emergency Care Practitioners to meet the needs of patients;
- Support and referral services for healthcare professionals;
- Inter hospital emergency and urgent transport of patients;
- Transport for formal and informal psychiatric patients and patients sectioned under the Mental Health Act;
- Street safe buses in urban areas to act as clinical mobile support units;
- The provision of clinical teams for five air ambulance charities (the helicopters are funded and owned by independent charities with the bases managed by the
charities or another organisation);

Emergency preparedness in line with the duties of the Civil Contingencies Act (2004), including Search and Rescue.

**HART**

Hazardous Area Response Teams (HART) are specially recruited and trained personnel who provide the ambulance response to major incidents. HART, as an initiative, forms part of the health response in support of the national capabilities programme being led by the Home Office, which aims to ensure that fewer lives would be risked or lost in the event of a terrorist or accidental chemical, biological, radiological or nuclear occurrence (CBRN) incident. The Trust has two HARTs, one based in Exeter and one in Bristol, available for deployment on a 24/7 basis. They are trained and equipped to provide:

- Incident Response Unit (IRU) capability: this forms the basis for improved response in the event of potential or actual CBRN contamination or presence of other hazardous substances or environments;
- Urban Search and Rescue (USAR) capability: this extends the areas or environments in which paramedics can operate safely and provide clinical intervention to include those areas where access and egress is difficult and requires specialist equipment and training;
- Mutual aid to other Trusts as and when appropriate and requested, in accordance with the most recently published UK Mutual Aid strategy.

**Patient Transport Services**

In addition the Trust provides ambulance non-emergency medical Patient Transport Services (PTS), such as to and from out-patient appointments, for the Isles of Scilly, Bristol, North Somerset and South Gloucestershire (BNSSG). Commissioned by four CCGs this service includes the following activities:

- Handling calls from treatment centres including calls from healthcare professionals;
- Prioritisation of calls, utilising an approved IT system, into mobility categories;
- Provision of specialist patient transport vehicles with suitably qualified staff
(eligibility criteria apply in relation to access to the service as determined by commissioners);

- Inter hospital transport of non-emergency patients;
- Out of area transfers.

**Urgent Care Services**

For the Trust, urgent care involves three main types of service: Out of Hours services, NHS 111 and the provision of a Single Point of Access in Dorset.

**Out of Hours Services (OOHs)**

The Trust provides a range of non-emergency responses to people who require, or perceive the need for, urgent (but not emergency) advice, care, diagnosis or treatment. The core element of this service is commissioned by three CCGs and is delivered across Dorset, Gloucestershire and Somerset. The OOH service includes the following activities:

- Treatment by General Practitioners (GPs), Emergency Care Practitioners and Nurse Practitioners;
- Single point of access for dental emergencies;
- Treatment services at Minor Injury/Treatment Units (in Dorset and Somerset);
- GP and Emergency Care Practitioner home visiting.

In addition there are a range of ad-hoc Out of Hours services procured by a variety of bodies including NHS Commissioners, HM Prisons, universities and military organisations.

**NHS 111 Services**

The Trust is the provider of NHS 111 services in Cornwall and the Isles and Scilly, Devon, Dorset and Somerset. Commissioned by four CCGs, NHS 111 provides 24/7 call handling, triage and signposting of services to respond to people’s healthcare needs in non-life threatening situations. The service includes:

- Call handling, clinical assessment and triage to determine the appropriate course of action;
Referral of calls to other providers following triage;
Transfer of clinical assessment data to other providers and the booking of appointments where appropriate;
Dispatch of ambulances without delay or re-triage in life threatening situations.

Non-Core Services
In addition to the core services detailed above the Trust provides a range of other services:

- Provision of Chemical, Biological, Radiological, Nuclear and Explosive (CBRNE) Training;
- Transport of medical samples and clinical records (Medical Transport Service);
- Provision of treatment/staff at Newquay Minor Injury Unit;
- Provision of commercial and Higher Education training to meet the requirements of both the private and public sectors;
- Provision and management of medical services at events;
- Provision of driving tuition, statutory compliance advice and incident investigation through the Trust’s Driving Faculty;
- Hosting the Ambulance Radio Project (ARP) personnel on behalf of the Department of Health.
Trust Board of Directors
Chairman – Mrs Heather Strawbridge
Heather has a wealth of experience and extensive understanding of large and complex organisations, particularly in the public sector. Prior to her appointment as Chairman of the Trust in 2006, her accomplishments include:

- Trustee and Director of NHS Confederation (current);
- Chairman for Westcountry Ambulance Services NHS Trust for two years;
- Chair of the Ambulance Service Network (current);
- Chair of Connexions Somerset;
- Deputy Leader of a County Council;
- Finance and development portfolio holder of a County Council;
- Leader of a District Council.

Heather’s experience and working knowledge has been strengthened through her involvement as a governor of Bridgwater College of Further Education, her time as a Director of Business Link Somerset Ltd and the National Association of Connexions Partnerships Ltd. Heather is currently the Chairman of the NHS Confederation Ambulance Services Network and this high profile position brings a national perspective to the Board. She has recently been appointed as a Non Executive Director for Somerset Care Ltd and is the Board champion for equality and diversity and safeguarding. Heather has a BSc (Hons) in Economics and Mathematics (Open University).
Chief Executive – Mr Ken Wenman
Ken joined the NHS at age 21 years and has undertaken many senior roles within the Ambulance Service including operational management and training. Prior to his appointment to the Trust on 1 July 2006 his accomplishments include:

- Chief Executive of the Dorset Ambulance Service NHS Trust;
- Deputy Chief Executive and Director of Operations for the former Westcountry Ambulance Services NHS Trust;
- State registered Paramedic;
- First Chairman of the Council for Professions Supplementary to Medicine (the forerunner to the Health Professions Council);
- Instrumental in establishing the paramedic register.

Ken leads the ambulance sector nationally on urgent care and more recently has taken on the Chief Executive lead roles for IM&T and Operations for the national ambulance groups and a member of the Board of the Association of Ambulances Chief Executives (AACE). Ken has a Diploma and Masters in Management (Plymouth University). He is the nominated individual for the Care Quality Commission.
Non Executive Directors

Mr Robert Davies (Chair of Audit Committee)

Robert is an experienced chartered accountant who has held a variety of Board level appointments in the business and banking sectors. He was appointed as a Non Executive Director of the Trust on 1 November 2009 and is Chair of the Audit Committee. His accomplishments include:

- Manager of Corporate Finance at British Leyland, where he also represented the Company on the Boards of its trade Investments;
- Finance Director of two regional banks, one of which he helped bring to a full Stock Exchange listing;
- Director of Finance and Corporate Services at Devon and Cornwall Training & Enterprise Council from its inception, where he helped progress some inspiring local economic initiatives, such as the National Marine Aquarium, the Eden Project and the Tamar Science Park;
- Mentoring small businesses;
- A member of the Institute of Chartered Accountants in England and Wales (ICAEW) Ethics Advisory Committee and Chair of its Support Members Group providing confidential help and advice to members with problems.

Robert is a Fellow of the Institute of Chartered Accountants (FCA) and a past president of the South Western Society of Chartered Accountants. He holds a Masters Degree in Business Administration (MBA) from Cranfield University.
Mr Tony Fox – Non Executive Director

Tony was appointed to the Board of Directors of South Western Ambulance Service NHS Foundation Trust (SWASFT) in February 2013.

Tony has over 30 years senior leader experience of managing large and complex operations and has held numerous senior positions within Royal Mail. Tony is a member of the Royal Mail Letters Executive team and reports to the Managing Director of Royal Mail.

His experience includes:

- Operations Director leading a workforce of 23000 people across the South West of the UK;
- Group Logistics Director, where he was accountable and gained valuable experience of supply chain management, Procurement, facilities Management and owning the national distribution network;
- Leading Strategic Customer relationships with some of Royal Mails largest clients;
- Negotiations with national trade unions on a variety of issues;
- Non-Executive Director of Great Western Ambulance Service NHS Trust prior to the acquisition by SWASFT.

Tony brings to the Board of Directors a wealth of operational and strategic commercial experience with a track record of motivating and managing transformational change programmes and employee relations in a highly unionised environment.
Mr Hugh Hood – Non Executive Director

Hugh is a qualified Human Resources practitioner who has extensive business experience in both the public and private sectors where he has been instrumental in defining and delivering substantial change programmes. Hugh was appointed to the Trust on 1 January 2010. Key accomplishments include:

- Organisational Development Director for BT (Responsible for training, leadership pipeline and succession etc.) - current;
- Human Resources Director for BT Wholesale;
- Group Human Resources Director for Transport for London and Director of the Pension Trustee Company;
- Member of the Chartered Institute of Personnel and Development;
- Head of Human Resource Service Operations Barclays Bank PLC;
- Programme Manager Avionics training design Royal Air Force.

Currently Hugh is a BT Group Director and is part of BT Group’s Human Resources leadership team with key input on BT’s strategy for the future. He is also a director of One Connect Ltd, a joint venture between BT and Lancashire County Council. He holds an MSc in Digital Systems Engineering and BSc in Physics from the University of Manchester, and a Post Graduate Certificate in Organisation Development from the University of Sussex.
Mr Christopher Kinsella – Non Executive Director

Chris is a widely experienced and successful Finance Director and Chief Financial Officer from the private sector in businesses of significant scale and international reach.

An experienced general manager and Chief Executive, with significant board service in executive and non-executive roles for a variety of complex organisations. His accomplishments include:

- Leading the management buyout and serving as Group Finance Director and Chief Financial Officer of TI Automotive for eleven years, a complex manufacturing group with 22,000 people in 28 countries;
- Serving as Group Finance Director for Dyson Group plc;
- Audit Chair and Non-Executive Director, Dyson Group plc;
- Divisional Finance Director for Meggitt plc, Invensys plc, and General Electric (USA);
- Chief Executive of the Chartered Management Institute;
- Trustee and Non-Executive Director, Chartered Management Institute;
- Member of the Board of Governors, Sheffield Hallam University;
- Member of the Industrial Development Advisory Board (Dept BIS).

Chris holds business degrees at Bachelor and Masters levels, Fellow membership of the Chartered Institute of Management Accountants, he is a Companion of the Chartered Management Institute, a Chartered Manager and an Honorary Teaching Fellow of Lancaster University.
Professor Mary Watkins - Non Executive Director

Mary has worked extensively in senior healthcare posts in both University and NHS settings. Her particular expertise is in the field of mental health and she has a wealth of experience of working in partnership with Social Services and the voluntary sector. Mary was appointed to the Trust as a Non Executive Director on 1 August 2006. Her accomplishments include:

- Emeritus Professor (Health Care Leadership) - Plymouth University;
- Deputy Vice-Chancellor at the University of Plymouth;
- Served on a NICE Appraisal Committee as a Trustee for the Burdett Trust for Nursing;
- BUPA Foundation Board member (current);
- Registered Nurse.

Mary is Board champion for governance and patient safety has a keen interest in health economics. She has a Diploma in nursing, General and Mental Health Diploma in nursing, Masters in Nursing (distinction), holds a Doctor of Philosophy (Science), King’s College London, and is a graduate of the Civil Service Top Management Programme.
Executive Directors
Mrs Jennie Kingston – Deputy Chief Executive / Executive Director of Finance and Performance

Jennie joined the NHS in 1990 as a graduate finance trainee and qualified as a Chartered Certified Accountant in 1993. Prior to her appointment to the Trust in November 2008, which followed a period of secondment commencing in January 2008, her accomplishments included:

- Director of Finance of a Primary Care Trust;
- Associate Director of Performance at the South West Strategic Health Authority leading one of the four national pilots to develop the Foundation Trust diagnostic;
- Fellow of the Association of Chartered Certified Accountants;
- Served an eight year short service commission in the Royal Air Force;

Jennie has a BSc Hons, (University of Birmingham) and recently graduated from the NHS South West Top Leaders Programme cohort one and is the Chair of the National Ambulance Directors of Finance Group and member of the Board of the Association of Ambulances Chief Executives (AACE).
Mrs Jennifer Winslade – Interim Executive Director of Nursing

Jennifer was appointed as NHS Devon, Plymouth and Torbay Director of Nursing in June 2010, having previously been the Executive Board Nurse for NHS Devon, covering quality and patient safety.

Before 2007 Jennifer has worked for East Devon Primary Care Trust as the Deputy Director of Nursing combined with a lead role for children’s Services.

Jennifer qualified as a nurse in 1991, initially working in acute and intensive care services within the UK before leaving to spend two years living and working in the USA. She then returned to the UK and trained as a District Nurse and Health Visitor.

Judy Saunders – Interim Executive Director of Human Resources and Organisational Development

Judy has 25 years experience of working in the National Health Service in the field of Human Resources and Organisational Development. She has worked in all parts of the NHS system including Acute, Mental Health, Learning Disabilities, Strategic Health Authority and Ambulance Services.

Judy is currently overseeing this position as the Trust proceeds with the recruitment for a substantive Human Resources Director. Her accomplishments include:

- Director of HR & OD at Winchester Hospital NHS Trust (Acute);
- Director of HR & OD Dorset Healthcare NHS Foundation Trust (Mental Health & Learning Disability);
- Director of HR & OD Great Western Ambulance Service NHS Trust.

Judy has a Masters Degree in Human Resources Management from the University of Winchester and her dissertation was on Ethical Leadership. Judy is also a fellow of the CIPD (Chartered Institute of Personal Development).
Dr Andy Smith – Executive Medical Director

Andy has been a GP in Devon for 15 years and has been actively involved in medical management. His interests have always included urgent and emergency care. He helped establish the ‘out of hours’ GP service in his area. Prior to his appointment to the role of Executive Medical Director in February 2010 Andy was the Associate Director of Primary Care Services for the Trust since April 2008. His accomplishments include:

- Board member of Devon Primary Care Trust Professional Executive Committee;
- Member of the Royal College of General Practitioners;
- Responds to 999 calls as an ambulance doctor.

Andy was appointed to the role of Executive Medical Director on 1 February 2010 and is joint Board Champion for Clinical Quality and is the Trust’s Caldicott Guardian and DIPC. He has a Bachelor of Science Hons Microbiology (University of Bristol), Bachelor of Medicine & Surgery MB Ch.B (University of Bristol), Post Graduate Diploma of the Royal College of Obstetricians and Gynaecologists, Diploma in Child Health.
Francis Gillen - Executive Director of Information Management & Technology (IM&T)

Francis has been an IT Professional for twenty one years with expertise gained from working in private, public and emergency services. His accomplishments include:

- Head of ICT for Westcountry Ambulance Service NHS Trust;
- Messaging Consultant for HP responsible for the design and provision of national messaging solutions to private and public sector;
- Messaging Manager for Emirates Airline responsible for the development, implementation and support of airline, airport and international network and inter-airline services;
- Client Services Manager for Devon and Cornwall Police overseeing the outsourced ICT delivery to the police;
- Product Support Engineer for Racal in the areas of Data Communications Technologies.

Francis is a qualified electrical engineer, has an ITIL Managers Certificate, is a Prince II Practitioner and has an MBA (Edinburgh Business School). Francis was appointed to the role of Executive Director in March 2013.
Council of Governors

The Council of Governors (CoG) are guardians of the Trust working on behalf of local communities and staff.

The council ensure that the Trust is compliant with the terms of its authorisation as an NHS Foundation Trust and meets regularly to advise the Board of Directors on the Trust’s development and strategies. The majority of governors are elected into their role by the Trust’s public and staff membership.

The remaining governors are appointed by partner organisations such Clinical Commissioning Groups and local authorities, to ensure that their views are represented.

Governors do not undertake operational management of NHS Foundation Trusts; they challenge the Board of Directors and collectively hold them to account for the Trust’s performance and advise on its future development. It is the responsibility of Governors to represent their members interests, in particular with regards to the strategic direction of the Trust. Legislation provides governors with statutory responsibilities.

Governors play an important and highly effective role within the Trust’s governance processes and the Trust supports them to ensure they are fully equipped to carry out their duties. Governors receive out of pocket expenses, but they do not receive a salary.
South Western Ambulance
NHS Service Foundation Trust
Job Description: Executive Director of Nursing and Governance

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Job summary - (overview of role/remit)
Be accountable to the Chief Executive for all services designated in the assigned portfolio and as amended by the Chief Executive over time.

To be responsible for providing strong professional leadership, direction and support for staff within the Trust and for the provision of clinical leadership which ensure the highest standards of clinical practice.

To ensure effective systems are in place to monitor and where necessary improve patient safety and the clinical performance of both teams and individuals.
1. **Executive Summary**

1.1 Support the Trust in accordance with its values and objectives, policies and procedures and Board decisions and ensure that all activities are directed towards the achievements of these.

1.2 Promote effective joint working with external stakeholders and other key partners to achieve the Trust’s strategic objectives.

1.3 Contribute to the overall development of the Trust, identifying present and future opportunities, threats and risks in the external environment.

1.4 Ensure high quality strategic and operational management in line with the Trusts Customer Services values and the NHS constitution values.

1.5 Act as the Trusts deputy Accountable Officer Medicines Management as detailed in The Controlled Drugs (Supervision of Management and Uses) Regulations 2006 (regs. 8-18).

1.6 Contribute to the development of Trust strategy and the efficient and effective management of all aspects of Trust services.

1.7 Ensure the continual improvement of the quality of services and safeguarding high standards of care by creating an environment in which excellence in clinical care will flourish.

2. **Quality & Patient Safety**

2.1 Evaluate, review and implement procedures, processes and instructions, in order to ensure that the highest standards of service are achieved in the interests of patient care.
2.2 To provide corporate leadership for Safeguarding Children and Vulnerable Adults and to process, policy and external relationships relating to those client groups and be the Executive Director accountable to the Board in relation to this.

3. **Assurance and Governance**

3.1 To lead the Management of the complaints, claims Patient Advice and Liaison Service (PALS) and governance arrangements for the Foundation Trust.

3.2 In line with the Governance and Assurance Framework, identify and manage the range of risks which are evident in relation to the development of services within the Trust.

3.3 Provide a system for the escalations, resolution/and/or discussion of information relating to risk issues.

3.4 Develop and direct programmes which measures and drive quality improvements safely and clinical effectiveness.

3.5 To ensure a robust and clearly understood approach is taken to clinical governance across the Trust including clinical risk and to ensure that effective systems and processes including clinical audit are in place across the Trust.

4. **Leadership/ Financial Performance**

4.1 Provide leadership and direction to Trust staff, Performance manage in line with Trust policy and procedure. Undertake annual appraisals, set clear objectives, and agree and monitor Personal Development Plans.

4.2 Ensure that managers and staff carry out their duties in accordance Trust policy, standing orders, service instructions and to defined standards of conduct and performance, delegating responsibility to managers as appropriate.
4.3 Facilitate and provide training opportunities for directorate staff to ensure the Trust has appropriately skilled staff to meet its requirements, ensure that these functions are adequately resourced and that business is conducted to the highest professional standards.

4.4 Actively manage the directorate budget, ensure financial balance and provide the Chief Executive with monthly reports on financial activity.

4.5 Attend and represent the Trust at NHS South West meetings and national events as relevant and required.

4.6 Ensure the efficient and effective management of all service areas, ensuring the achievement of the highest standards of service and performance.

▲ Assigned Portfolio’s
▲ Clinical Governance
▲ Risk Management
▲ Safeguarding
▲ Infection Control
▲ Patient Experience
▲ Complaints
▲ Claims
▲ Health & Safety

5. Requirements for all Staff of the Trust

General:

5.1 Ensure that all decisions and arrangements made in relation to any aspect of the post accord with the Trust’s standing financial instructions, operational, health and safety and training instructions and other relevant policies and procedures.
5.2 Provide statutory returns to the Department of Health or other bodies as required.

5.3 Keep up to date with relevant legislation, regulations, national and international standards, developments and good practice in relation to all areas of responsibility of the post in order to ensure compliance and minimise risk to the Trust.

5.4 Provide expert advice, guidance and instruction to staff and managers in relation to any of the areas of responsibility of the post.

5.5 Liaise with external agencies as appropriate to the areas of responsibility of the post.

Equality and Diversity:

5.6 Treat everyone with whom you come into contact, with dignity and respect.

5.7 Promote Equality and Diversity and a non discriminatory culture.

5.8 Identify and take action when other people’s behaviour undermines Equality and Diversity.

Health and Safety:

5.9 Take reasonable care for own health and safety and that of others who may be affected by the post holder’s actions at work.

No Smoking Policy

5.10 The buildings, grounds and car parks owned or managed by the Trust are smoke-free zones and smoking is not permitted whilst on NHS/Trust premises, wearing NHS/Trust-identifiable clothing or other markings, whilst in NHS/Trust vehicles.

Risk
To develop and implement robust systems for risk management across the areas of responsibility of the post. To be responsible and accountable for risk in these areas.

Be personally responsible for not undertaking any task or action which would knowingly cause risk to oneself, others or to the Trust.

As far as is reasonably practicable attempt to prevent other people from undertaking tasks or actions which would knowingly cause risks to themselves, others, or to the Trust.

Identify and report actual or potential hazards/risks in the work environment in accordance with Trust policies.

Participate in briefing/training sessions and carry out any agreed control measures and duties as instructed.

Take immediate action to minimize risks where it is reasonably practicable to do so.

Adhere to Trust policies and procedures as directed in training, guidelines and advised by relevant colleagues (including designated Local Records Manager) in relation to creating records and handling information. Undertake action as required to implement and comply with these policies and procedures. Report any non compliance.

Maintain confidentiality in relation to personal data held for colleagues and patients, ensuring it is processed lawfully; for no purpose other than for which it was obtained; is relevant to that purpose; is retained for no longer than is necessary; is processed in accordance with the rights of the subject to access and accuracy; and is protected from accidental loss or damage in accordance with the requirements of the Data Protection Act 1998, and records management
guidance.

5.19 Maintain confidentiality of patient-identifiable personal data using a non-identifiable alternative, where practicable and limiting access on a strictly need to know basis in accordance with the responsibilities of the Trust’s Caldicott Guardian.

Infection Control

5.20 Responsible for ensuring the effective implementation and monitoring of infection prevention and control in all areas within his/her areas of responsibility to ensure continued compliance of the Trust with the health Act 2006, Health and Social Care Act 2008 and any future Acts of Parliament regarding infection prevention and control. Adhere to the Infection Prevention and Control Poolicy at all times, providing clear leadership and promotion of responsible attitudes towards infection prevention and control.

5.21 Responsible for infection prevention and control within his/her areas of responsibility, ensuring the effective implementation and monitoring of infection prevention and control under his/her control. Ensure infection prevention and control audits are undertaken in their area of responsibility, as requested by the Director with responsibility for infection prevention and control.

5.22 To ensure that relevant staff, contractors and other persons, whose normal duties are directly or indirectly concerned with patient care, receive suitable and sufficient training, information and supervision on the measures required to prevent and control risks of infection, so far as reasonably practicable.

5.23 Alcohol hand rub must be carried at all times whilst in uniform; good hand hygiene must be maintained.

5.24 Responsible for including infection prevention and control within the managerial job descriptions and appraisals of all managers under his/her control.
Patient and Public Involvement

5.25 Be aware of responsibilities under sections 7 and 11 of the Health and Social Care Act 2001 to involve patients and the public in the ongoing planning, development and delivery of health services, and to involve patients in their own care, as far as is reasonably practicable.

The postholder will work with minimal supervision and may be expected to deal with other duties appropriate to level and post.

This is an outline of the postholder’s duties and responsibilities. It is not intended to be an exhaustive list and may change from time to time to meet the changing needs of the Directorate and Service.

The postholder will be responsible for his/her own self development including remaining up to date on employment legislation, national NHS developments and ambulance service developments.

Key Relationships

Chief Executive
- Executive Director Team
- Trust Board
- Commissioners and Health Stakeholders
- Other Ambulance Trust Medical/Planning Directors
Standard Role Requirements

Health and Safety
To take reasonable care for own health and safety and that of others who may be affected by the postholder’s actions at work.

No smoking policy
The buildings, grounds and car parks owned or managed by the Trust are smoke-free zones and smoking is not permitted whilst on NHS/Trust premises; attending external meetings on behalf of the Trust; wearing NHS/Trust-identifiable clothing or other markings, or whilst in NHS/Trust vehicles.

Risk
To develop and implement robust systems for risk management across the areas of responsibility of the post. To be responsible and accountable for risk in these areas. To be personally responsible for not undertaking any task or action which would knowingly cause risk to self, others, or to the Trust.

As far as is reasonably practicable, to prevent other people from undertaking tasks or actions which would knowingly cause risks to themselves, others, or to the Trust.

To identify and report actual or potential hazards/risks in the work environment in accordance with Trust policies.

To participate in briefing/training sessions and carry out any agreed control measures and duties as instructed.
Take immediate action to minimise risks where it is reasonably practicable to do so.

Records management, confidentiality and security of information
To adhere to Trust policies and procedures as directed in training and guidelines and as advised by relevant colleagues (including designated Local Records Manager) in relation to creating records and handling information. Undertake action as required to implement and comply with these policies and procedures. To report any non-compliance.

To maintain confidentiality in relation to personal data held for colleagues and patients, ensuring it is processed lawfully; for no purpose other than for which it was obtained; is relevant to that purpose; is retained for no longer than is necessary; is processed in accordance with the rights of the subject to access and accuracy; and is protected from accidental loss or damage in accordance with the requirements of the Data Protection Act 1998, and records management guidance.

To maintain confidentiality of patient-identifiable personal data using a non-identifiable alternative, where practicable, and limiting access on a strictly need to know basis in accordance with the responsibilities of the Trust’s Caldicott Guardian.

Infection control
Responsible for ensuring the effective implementation and monitoring of infection prevention and control in all areas within his/her area of responsibility to ensure continued compliance of the Trust with the Health Act 2006, Health and Social Care Act 2008 and any future Acts of Parliament regarding infection prevention and control. Adhere to the Infection Prevention and Control policy at all times, providing
clear leadership and promotion of responsible attitudes towards infection prevention and control

Responsible for infection prevention and control within his/her area of responsibility, ensuring the effective implementation and monitoring of infection prevention and control under his/her control. Ensure infection prevention and control audits are undertaken in their area of responsibility, as requested by the Director with responsibility for infection prevention and control.

To ensure that relevant staff, contractors and other persons, whose normal duties are directly or indirectly concerned with patient care, receive suitable and sufficient training, information and supervision on the measures required to prevent and control risks of infection, so far as reasonably practicable.

Alcohol handrub must be carried at all times whilst in uniform; good hand hygiene must be maintained.

Responsible for including infection prevention and control within the managerial job descriptions and appraisals of all managers under his/her control.

Patient and public involvement
To be aware of responsibilities under sections 7 and 11 of the Health and Social Care Act 2001 to involve patients and the public in the ongoing planning, development and delivery of health services, and to involve patients in their own care, as far as is reasonably practicable.
## Person Specification

<table>
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<th>Essential</th>
<th>Desirable</th>
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### Education and qualifications
- Relevant degree level or equivalent clinical qualification;
- Registered General Nurse have live NMC Registration;
- Evidence of CPD

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<tr>
<th>Desirable</th>
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<tr>
<td>Masters Degree</td>
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### Previous Experience (Paid/ Unpaid relevant to job)
- Leadership and management of a large function;
- Board level experience;
- Experience of business planning, objective setting and strong effective performance management;
- Experience in leading, introducing and managing major change programmes
- Previous experience of providing nursing advice at Executive Management level.
- Experience of leading and producing high level policies in developing / modernising clinical practices and services.

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<tr>
<th>Desirable</th>
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<tr>
<td>Senior management experience in a NHS Commissioning or provider organisation;</td>
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<tr>
<td>At least 3 years in a very senior management role.</td>
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### Skills, knowledge, ability
- Can lead, motivate and inspire others;
- Can evidence strategic and innovative thinking;
- Ability to assess risks, anticipate difficulties and successfully address them;
- Ability to handle highly complex and sensitive information;
- Well developed influencing, negotiating, communication and presentation skills;
- Has strong analytic and critical reasoning skills and is capable of effective problem solving;
- Strategic vision, ability and evidence of translating this into clear direction and delivery;
- Ability to present complex information clearly to diverse audiences;
- Excellent interpersonal skills across all media of communication;
- Understanding of current drivers for the NHS including change requirements for non Ambulance NHS Trusts;
- Can evidence innovative style and encourage strategic thinking;
- Computer literate.

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<tr>
<td>Experience of the NHS Foundation Trust regime.</td>
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<td>Loyal to the Trust, Executive colleagues and Executive decisions;</td>
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<td>Shows empathy, compassion and strong patient centred approach;</td>
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<td>Integrity and corporacy;</td>
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<td>Internalize and actively exemplify corporate objectives and philosophy;</td>
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<td>Able to manage a high workload and competing priorities;</td>
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<td>‘Can do’ approach with service needs and patient care always at the forefront;</td>
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<td>Is credible to internal and external stakeholders;</td>
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<td>Emotionally robust in dealing with difficult issues;</td>
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<td>Calm, resilient, tenacious and focused under pressure;</td>
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<td>Ability to interact with people from varying cultural backgrounds and social environments;</td>
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<td>Able to develop effective working relationships with colleagues and the public;</td>
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<td>Committed to the promotion of equality and value diversity and is a role model for openness and inclusion;</td>
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<td>Encourages innovative thinking in others;</td>
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<td>Work within the level of sick absence as set out in Trust policy.</td>
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<td>Demonstrate a commitment and recognition to the core values and beliefs of an employee of the NHS</td>
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<td>Able to deliver on the NHS constitutional patient pledges and rights</td>
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<td>Committed to high quality patient care and patient experience</td>
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<td>Respectful to and able to promote equality in opportunity, employment and service delivery</td>
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<td>Committed to continuous professional development and personal growth</td>
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<td>Able to ensure care of own health and wellbeing to promote improvements to physical and emotional wellbeing</td>
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<td>Able to work within the Trust’s attendance targets</td>
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<tr>
<td>Ability to perform the requirements of the post to an acceptable standard</td>
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<tr>
<td>Demonstrates a positive and flexible approach in line with the changing nature of the Trust service delivery model</td>
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<tr>
<td>Committed to the values based principles of high quality patient care to include; compassion; care; competence; communication; courage and commitment in all aspects of service delivery.</td>
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