

JOB DESCRIPTION

CARDIFF AND VALE UNIVERSITY HEALTH BOARD

JOB DETAILS

Job Title:	Executive Director of AHPs, Health Scientists and Community Service Development
Remuneration	As determined by the Remuneration and Terms of Service Committee within the Policy Framework set by the Welsh Government.
Base:	Woodland House

ORGANISATIONAL ARRANGEMENTS

Accountable to:	<p>UHB Chief Executive and Board for all strategic, professional and regulatory issues for Allied Health Professionals and Health Scientists</p> <p>Chief Allied Health Professions Adviser and Chief Scientific Adviser for Health Welsh Government for professional advice and information</p>
Key Relationships:	<p>UHB Board</p> <p>Senior clinicians, directors and management team</p> <p>Other NHS organisations</p> <p>Patients/service users and their relatives/carers</p> <p>Local Authorities</p> <p>Third Sector employers</p> <p>Members of the Professional Forum</p> <p>Members of the Stakeholder Reference Group</p> <p>Local and national voluntary organisations</p> <p>Staff representatives and trade unions</p> <p>The public</p> <p>Community Health Councils</p>

	<p>Local partnerships</p> <p>Health Professions Council and other regulatory bodies</p> <p>Local and national research bodies and networks</p> <p>Chief Scientific Adviser for Wales</p> <p>Chief Allied Health Professions Adviser for Wales</p> <p>Advisory Committees</p> <p>Independent Contractors</p> <p>Media</p> <p>Educational institutions (higher and further)</p> <p>Welsh Government</p> <p>Members of the Senedd, Ministers and Welsh Government Officials</p> <p>Members of the National Advisory Board and National Delivery Group</p>
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Living Well, Caring Well, Working Together

Cardiff and Vale University Health Board has an important job to do. What we do matters because it's our job to care for people and keep them well. We all want to do this to the best of our abilities – but we know that good intentions are not always enough.

At Cardiff and Vale University Health Board our values and example behaviours are:

We care about the people we serve <i>and</i> the people we work with	Treat people as you would like to be treated and always with compassion
We trust and respect one another	Look for feedback from others on how you are doing and strive for better ways of doing things
We take personal responsibility	Be enthusiastic and take responsibility for what you do.
We treat people with kindness	Thank people, celebrate success and when things go wrong ask 'what can I learn'?
We act with integrity	Never let structures get in the way of doing the right thing .

Our values guide the way we work and the way we behave with others. Post holders will be expected at all times to behave in accordance with our values demonstrating commitment to the delivery of high-quality services to patients.

JOB SUMMARY/JOB PURPOSE

The Executive Director of AHPs and Health Scientists and Community Development is an executive member of the Cardiff and Vale University Health Board. Jointly with other Board members s/he will have corporate responsibility for ensuring the UHB makes a significant contribution to health improvement, the reduction of health inequalities and continuous improvements in quality of health care provision, though establishing strategic direction, corporate policy making, the development and delivery of objectives and management and governance of the organisation.

The Executive Director of AHPs and Health Scientists and Community Development is the principal source of advice to the Board in relation to Allied Health Professionals and Health Sciences. The particular emphasis of the role is on continuing clinical and cost-effective development and transformation of services within a complex, dynamic and changing healthcare environment.

The role includes specific responsibilities for all professions employed by the UHB who are regulated by the Health Professions Council (HPC), together with associated staff groups and support workers. These professional groups are collectively described as AHP and scientific staff.

The post holder will lead the implementation of the Shaping Our Future Wellbeing in the Community strategy focusing on the service and workforce re-design necessary to achieve the desired outcomes associated with the Strategy alongside the building of capacity and capability in primary and community services.

Particular key responsibilities will be to:

- meet the UHB's statutory duties for those areas of the corporate agenda relevant to Allied Health Professionals and Health Science.
- develop, implement and evaluate Allied Health Professional and Health Science strategies that ensure developments across the full spectrum of health and social care reflect the AHP and Health Science contributions and align with WAG policies.
- ensure that Allied Health Professional and Health Science staff work within a clearly defined clinical governance and management framework.
- ensure Allied Health Professional and Health Science staff contribute fully to the shift of emphasis from in-hospital to community-based care in partnership with other agencies where appropriate.
- ensure systems are in place to identify the potential benefits of new technologies and to promote evidence-based practice and high-quality research activity among Allied Health Professionals and Health Science staff.

- create an environment in which clinical excellence, research and development, public protection and patient safety can flourish.
- jointly lead on the clinical governance agenda, in conjunction with the Medical Director, Nurse Director and Chief Operating Officer, for the overall discharge of clinical governance in the UHB.
- provide assurance to the Board that any risks and mitigations required within services provided by Allied Health Professionals and/or Health Scientists are effective.
- co-create an environment in which excellence, research and development, public protection and patient safety can flourish to meet the challenges of the 21st Century.
- take a leadership role in enabling and sustaining the partnerships necessary to support the delivery of services seamlessly with Social Care and Voluntary Sector colleagues, ensuring the implementation of the underlying principles the Health Board's Shaping Our Future Wellbeing strategy.

KEY ACCOUNTABILITIES

Improving Population Health and Patient Services

- Ensure that Allied Health Professional and Health Science staff are fully engaged and lead where appropriate the development and implementation of strategies to improve public health and reduce health inequalities.
- Ensure that Allied Health Professional and Health Science staff are fully engaged in delivering the change in emphasis from in-hospital care to effective prevention, early intervention and long-term community-based support.
- Ensure that Allied Health Professional and Health Science staff provide safe, high quality evidence-based care for patients making best use of resources in line with NHS standards for services in Wales.
- Ensure the identification and evaluation of the potential of new technological developments to transform service delivery.
- Where required lead co-production of service re-design with public, patient and service users developing insights and outcomes used to inform health improvement and the planning and delivery of health care.
- Take a leadership role and influence in order to minimise inequity in healthy behaviours, develop and strengthen preventative services, improve equitable access to clinical services,

and health outcomes, to reduce existing unfair and unjust differences experienced by people in the Health Board's communities.

- Enable the ongoing development of person-centred care in the community to improve the lives and health of the increasing number of children, young people and adults who live with long term conditions.

Performance

- Ensure financial and corporate objectives and performance targets set for the UHB are met through effective leadership, clinical and managerial structures and processes.
- Ensure the Allied Health and Scientific Professions make a full contribution to the organisation's financial viability by efficient and economical use of resources, avoiding waste and exercising proper stewardship over public money and other resources.
- Maintain the boards focus on developments required for Allied Health Professions and Scientific services to meet the national performance targets set out in the Annual Operating Framework.
- Ensure performance management systems are in place to monitor and manage Allied Health Professionals and Health Sciences and to support continuous performance improvement underpinned by information and information technology strategies.

Strategic Development and Partnership Working

- Collaborate with the Executive Medical Director, Executive Nurse Director, Chief Operating Officer and other executives and leaders to ensure a balance between the corporate, clinical and professional agenda where the ultimate goal is safety and quality for service users.
- Provide strategic direction and professional leadership for Allied Health Professional and Health Science staff encompassing planning, delivery and development of UHB services in line with the Welsh Government's strategic framework and national plans for the NHS.
- Support the development and continuous improvement of effective partnerships and alliances between the UHB and other agencies that promote co-operation and collaboration to improve the health of local communities.
- Promote a culture of open and transparent patient, user, carer and public co-production and involvement.
- Develop effective relationships with Llais, the Professional Forum and the Stakeholder Reference Group to ensure strategic plans are developed with full cognisance of their views.

- Work with partners to reduce boundaries between services and sectors to enable integrated working and alternative models of care.
- Play a proactive role in the *Pan Cluster work to deliver the aims of the Social Services & Well-being Act 2014 (the Act), The Wellbeing of Future Generations Act (2015) and A Healthier Wales.*

Professional Leadership and Accountability

- Provide strong, effective and visible professional leadership to Allied Health Professional and Health Science staff in order to ensure the professions contribute to the NHS Wales vision for integrated, high quality and client focused health and social care services.
- Establish clear lines of accountability and ensure that all Allied Health Professional and Health Science staff are managed, supervised and trained appropriately within a clear governance framework and in accordance with professional body standards and the Health Professions Council regulatory requirements.
- Role model the organisational values and behaviours enabling a positive and inclusive culture and supporting the Executive Director of People and Culture's lead of the People and Culture Plan alongside ensuring that professional conduct, capability, competence or performance matters relating to HPC regulated staff members are addressed compassionately and effectively.
- To work collaboratively with the Executive Director of People and Culture and the Executive Director of Strategic Planning to plan and design extended and enhanced roles which will improve clinical practice.
- Ensure the Allied Health Professional and Health Science functions are resourced to be fit for purpose and appropriately developed.
- Ensure that annual objectives are agreed with all staff in line with UHB objectives and the NHS Knowledge and Skills Framework.

Clinical Governance, Quality and Patient Safety

- Collaborate with the Executive Medical Director, Executive Nurse Director, Chief Operating Officer and other executives to implement Clinical Governance systems for Allied Health Professionals and Health Sciences including statutory requirements for child protection and safeguarding vulnerable adults.
- Responsible and accountable for all clinical governance issues in the Executive Director of AHPs, Health Scientists and Community Service Development's portfolio and shared

responsibility, in conjunction with the Executive Medical Director, Executive Nurse Director and Chief Operating Officer for the overall discharge of clinical governance in the UHB.

- Develop effective organisational arrangements and capacity that enables the UHB to meet its strategic aims within a framework of strong, effective governance. This should be consistent with the standards of good governance set for the NHS in Wales, which are based on the Welsh Government's Citizen Centred Governance Principles.
- Promote use of clinical audit data and service user feedback to support open discussion of clinical performance and the development and implementation of improvement plans where indicated.
- Ensure the organisation complies with specific quality requirements for Allied Health Professionals and Health Sciences, including accreditation schemes.
- Inform the Chief Executive of any service or care issue that may impact on safety, the reputation or performance of the organisation.

Education, Training and Research

- Ensure Allied Health Professionals and Health Science staff are enabled to make the best use of their potential to provide high quality services through access to high quality learning opportunities including development of strategic partnerships with HEIs.
- Ensure safe learning environments for staff and students that protect their safety and that of their patients.
- Foster, encourage and support innovative research by Allied Health Professional and Health Science staff in collaboration with universities and industry where appropriate.
- Promote evidence-based practice by Allied Health Professional and Health Science staff ensuring research evidence is assessed and used where relevant to modify and develop services and clinical practice.
- Lead, develop and monitor the delivery of post-registration education strategies and programmes in line with the post registration career frameworks for healthcare professionals.
- Ensure workforce planning is integrated into service modernisation and strategic developments and supports the development of appropriate roles and career pathways for the Allied Health Professionals and Scientific workforce.
- Ensure systems are in place to enable registered Allied Health Professional and Health Sciences staff to meet their requirements for continuing professional development and to provide evidence for HPC re-registration



- Actively engage and contribute to the UHB's R&D strategy, and ensure appropriate use of research evidence in order to improve practice and service delivery.
- Foster, promote, and support R&D by Allied Health Professionals and Scientific in collaboration with universities, industry and government where appropriate.

Service Development and Improvement

- Ensure, in partnership with appropriate clinical and managerial interests, that the Allied Health and Scientific Professions contribute fully to the redesign of clinical services (primary, community, acute and tertiary).
- Facilitate intelligence gathering and identification of service improvement opportunities by capturing and mobilising expertise within the Allied Health Professional and Health Science disciplines.
- Develop, implement and evaluate evidence based Allied Health Professionals and Health Sciences strategies that reflect Welsh Government policies and key strategies.
- Collaborate with the Executive Medical Director in oversight of the development of pathology and imaging services in line with nationally agreed policies and standards.
- Identify new technological developments and evaluate their potential to transform service delivery in health and social care.
- Working closely with the Chief Operating Officer, lead on the strategic implementation of delivering services as close to people's homes as possible enabling them to access advice, care and support in their local community

Ambassador for the UHB

- Take every opportunity to advocate for the organisation, its values and behaviours and for the professions you are leading.
- To contribute to NHS Wales planning mechanisms and strategy development and delivery and to actively engage in work at a national level.
- As one of the cadre of senior leaders within Wales, to contribute to the wider health and organisational agenda of NHS Wales and WG.

OTHER RESPONSIBILITIES

The post holder may be required to undertake other relevant duties, including the operational lead for specific services and localities, as required by the Chief Executive.

PERFORMANCE APPRAISAL

Performance will be appraised and objectives agreed on an annual basis with the UHB Chief Executive.



PERSON SPECIFICATION

CARDIFF AND VALE UNIVERSITY HEALTH BOARD

Qualifications

- Current registration with the Health Professions Council.
- Educated to Masters Degree level.
- Evidence of Management and Leadership Development.
- Evidence of Continual Professional Development.

Experience and Knowledge

Significant management and professional experience of:

- operating effectively at a strategic level within a healthcare organisation.
- working at a Director or senior management level e.g. Clinical Director /Professional Head of Service.
- participation in Clinical and Organisational Audit.
- strategic planning and evidence of active participation in service improvement programmes.
- appraisal of research evidence to assess implications for service delivery.
- building personal and professional credibility with Board, management and clinical teams and staff.

Extensive knowledge of:

- the Allied Health Professional and Health Science agendas across primary, community and secondary care.
- new technologies with potential to transform service delivery models.
- clinical and corporate governance and their application across the health service.
- the complex system in which the NHS operates and the impact of statutory and non-statutory public and private sector activities upon health and health care.
- the relationships between workforce planning, workforce development and education.
- In depth understanding of the challenges facing the health service in Wales in the 21st Century.
- Understanding of health and social care systems and inter agency working within Wales and across other UK countries and abroad.



Abilities and Personal Qualities

- Is able to act as an Ambassador for the UHB
- Role models' appropriate behaviours about receiving and presenting positive and negative patient experience reports
- Leads by example, promoting the highest standards of personal and professional conduct, integrity and probity.
- Committed to the continuous development of staff and self.
- Commitment to developing culture of openness and partnership
- High self-awareness, understanding own emotions, strengths and limitations.



Executive Director of Allied Health Professionals, Health Scientists and Community Service Development – Behavioural Competence Structure

Drawn from NHS Wales Leadership Qualities Framework, NHS Wales Chief Executive Behavioural Competency Structure and other strategic documents

Setting Direction	
<p><u>Seizing the future</u></p> <p>Thinks and acts for the future.</p>	<ul style="list-style-type: none"> • Acts now to articulate, shape and implement a compelling, shared vision that takes current service developments into a coherent future strategy. • Acts quickly and decisively in a crisis or other time-sensitive situation and builds new programmes and capabilities rapidly. • Introduces flexible, innovative approaches to achieve service improvements and promotes organisational ability to cope with change and shape the future. • Demonstrates how AHP and health science staff will contribute to the future.
<p><u>Intellectual flexibility</u></p> <p>Handles information and clarifies complexity.</p>	<ul style="list-style-type: none"> • Synthesises, reframes and prioritises complex demands, consequences and critical points from a mass of disparate and conflicting data. • Demonstrates ability to move between significant detail on the ground and the strategic big picture, modifying plans and actions to take account of new and diverse views, information and standpoints. • Interprets complex the professional AHP and health science strategic agendas into action on the ground.
<p><u>Broad scanning</u></p> <p>Gathers information from a wide range of sources.</p>	<ul style="list-style-type: none"> • Checks what is happening on the ground, asking patients / service users, their carers and staff about their experience of services and is visible and accessible at all levels – “walking the talk”. Actively seeks out diverse viewpoints, promoting inclusivity. • Purposely uses wider networks to keep abreast of developments in AHP and health science, health, social care, housing, education and employment, building relationships with partners and clinical and academic colleagues.
<p><u>Political Astuteness</u></p> <p>Understands the politics / power bases.</p>	<ul style="list-style-type: none"> • Builds consensus alliances through purposeful engagement with key networks of interest groups and influencers to shape and deliver change. • Demonstrates understanding of complex stakeholder networks and ensures actions take account of political sensitivities in building agreements. • Balances political, professional, technical, financial and cultural considerations to achieve change.
<p><u>Drive for results</u></p> <p>Sustains a focus on improving performance to</p>	<ul style="list-style-type: none"> • Focuses and clarifies objectives and boundaries and is goal focused, resisting any pressure to be deflected from achieving quantifiable service improvements.



meet challenging goals.	<ul style="list-style-type: none"> • Takes calculated risks within effective governance, to achieve longer-term service improvements creating enduring benefits of improved healthcare for patients / service users and carers. • Manages the delivery of agreements between commissioners and providers ensuring the agreed commitments and levels of performance are met. • Ensures high standards of AHP and health science delivery using metrics to demonstrate quality outcomes for patients / service users and their carers. • Builds on productivity through business and entrepreneurial skills.
<p><u>Financial Leadership</u></p> <p>Ensures sustainable financial viability and most effective use of resources to achieve strategic aims.</p>	<ul style="list-style-type: none"> • Provides oversight of financial flows in AHP and health science throughout the organisation to deliver its short and long-term objectives. • Focuses use of resources on achieving the future vision of the organisation, diverting resources from current programmes where necessary to invest in development and change. • Demonstrates financial literacy and quantitative problem-solving skills, providing high quality advice to Board. • Contributes to the delivery of agreed recovery plan and contributes to resolving deficits across the health community. • Ensures a high standard of financial management and control, with financial systems / procedures promoting the efficient and economical conduct of business, safeguarding financial proprietary, governance and regularity throughout the Allied Health Professions (AHP) and scientific professions within the organisation. • Demonstrates literacy in AHP and health science resource management to both optimise efficiency, and deliver high quality services.
Delivering the Service	
<p><u>Leading change through people</u></p> <p>Makes change inclusive mobilising people's energy and commitment.</p>	<ul style="list-style-type: none"> • Engages others as partners in developing a shared vision within the organisation and across the local health and social care and academic community to achieve buy-in and commitment. • Aligns efforts and shares leadership and power with clinicians to achieve integrated service improvements, winning and retaining the respect of clinicians. • Builds organisational frameworks for continuously improving quality and safeguarding high standards of care supporting others who lead implementation. • Builds effective management teams and team spirit, removing obstacles to effective working. Holds team members to account through stretching performance and rewards systems.
<p><u>Holding to account</u></p> <p>Promotes a high-performance culture.</p>	<ul style="list-style-type: none"> • Accepts personal responsibility for the AHP and health science workforce, holding others directly accountable for delivering what has been agreed, both within and outside of the organisation as this relates to AHP and health science and the organisation's objectives.



	<ul style="list-style-type: none"> • Intervenes swiftly and consistently to address poor performance or inappropriate behaviour where this is impacting on patient / service user safety and effective service delivery. • Challenges and confronts conflict affecting service standards or safety, brokering agreement. • Embeds the duty of providing high quality patient / service user care throughout the organisation, ensuring that the Board is provided with regular reports on quality and safety and that appropriate action is taken on all aspects of AHPs and health science to the Board. • Provides an authentic professional view of AHP and health science to the Board. • Ensures statutory and regulatory aspects of AHPs and health science are delivered.
<p><u>Empowering others</u></p> <p>Fosters independence.</p>	<ul style="list-style-type: none"> • Delegates effectively, securing resources for delegates as required and providing space for others to be creative. • Takes risks with others coaching the developments of their own capabilities using failure as an opportunity to learn. • Explains clearly and concisely the reasons for plans and actions to affected people, stakeholders and partners and listens and acts on responses. • Leads the investment in talent management, ensuring that appropriate development processes are in place for the AHP and health science workforce (including succession management). Coaches and mentors others to help them maximise their contribution. • Nurtures the AHP and health science workforce's ability to lead and develops fast track schemes for AHP leaders.
<p><u>Effective and strategic influencing</u></p> <p>Uses range of influencing strategies.</p>	<ul style="list-style-type: none"> • Uses a range of effective influencing strategies that will bring about desired outcomes and long-term change in health services, building and using extended networks of influence. • Gains commitment and credibility from the local community through responsive involvement of local people, staff and other agencies in shaping local health priorities and strategy. • Champions the organisation in external forums e.g. local authorities, Government bodies and national organisations and represents both the organisation and the AHP and health science professions perspectives at local, national and international level.
<p><u>Collaborative working</u></p> <p>Engages constructively with internal and external stakeholders.</p>	<ul style="list-style-type: none"> • Creates the conditions to promote sustainable partnerships and works closely with health, social care and academic partners on all important investment decisions to ensure joined up action which creates enduring benefits for stakeholders. • Shares the duty to engage the public and other bodies in planning and monitoring services and is informed on the current and changing priorities of partners, modifying own plans in order to seek "win-win" outcomes.



	<ul style="list-style-type: none"> • Demonstrates effective relationships with Chief Executive Officer, Chair and Board members, jointly creating cohesive strategies for delivering world class healthcare.
Personal Qualities	
<u>Self-belief</u> Inner confidence to succeed.	<ul style="list-style-type: none"> • Takes on stretching challenges that some peers may back away from. • Constructively challenges others, regardless of position or status. • Willing to take tough decisions and is openly optimistic about achievement of goals. • Stand up for what they believe in, speaking up – integrity and motivation and have a can-do sense of confidence. • Makes the care of people their first concern, treating them as individuals and respecting their dignity.
<u>Self-awareness</u> Understands own emotions, strengths and limitations.	<ul style="list-style-type: none"> • Understands the nature and cause of own emotional reactions to particular situations and takes account of the likely implications and impact of own behaviour. • Role models effective behaviours and shows understanding of own strengths and limitations in providing leadership that makes a difference to patients / service users, carers and staff.
<u>Self-management</u> Manages own emotions and demonstrates resilience.	<ul style="list-style-type: none"> • Manages responses and reactions consistently when under pressure remaining calm in a crisis and without transferring unnecessary stress on others. • Takes conscious steps to manage own emotions and absorbs and deals constructively with criticism and performance feedback. • Models a healthy approach to work / life balance, having a wide range of interests outside of work.
<u>Personal integrity</u> Commitment to openness, honesty, inclusiveness and high standards.	<ul style="list-style-type: none"> • Stands up for that which is consistent with stated NHS values and delivers on own commitments even when this is difficult and there may be personal cost. • Acts as a consistent role model for engaging staff, patients / service users and other stakeholders at all times, taking a fair and inclusive approach to decision making within a framework of integrated NHS governance. • Open and honest, acts with integrity and upholds the reputation of the AHP and health science professions. Requires and expects others to be open and honest in their communication. • Inspires trust from those whose health and well-being for whom responsible. • Works with others to protect and promote the health and wellbeing of patients / service users, their families and carers, and the wider community. • Provides a high standard of practice and care at all times. • Respects people's confidentiality.



<p><u>Professional Integrity</u></p> <p>Commitment to the Health Professions Council's Standards of Conduct, Performance and Ethics</p>	<ul style="list-style-type: none">• Models a professional approach to AHP and health science.• Registered with the Health Professions Council and maintains practical competency and credibility.• Accountable for actions and omissions in professional role and is always able to justify own decisions.• Always acts lawfully, whether those laws relate to own professional role or personal life.• Maintains clear professional boundaries with those in their care or anyone close to them.
<p><u>Drive for improvement</u></p>	<ul style="list-style-type: none">• Wants to make a real difference to people's health and well-being by delivering a high-quality service and by developing improvements to service.