



GIG  
CYMRU  
NHS  
WALES

Bwrdd Iechyd  
Addysgu Powys  
Powys Teaching  
Health Board

<b>Post Title:</b>	<b>Executive Director of Allied Health Professions and Health Science</b>
<b>Accountable to:</b>	<p>Chief Executive and Board for all strategic, professional and regulatory issues for AHP and Health Science Infrastructure &amp; Digital staff</p> <p>Therapy Adviser and Chief Scientific Adviser Welsh Government for professional advice and information</p>
<b>Key Relationships:</b>	<p>PTHB Chair and PTHB Board Senior clinicians, directors and management team Other NHS organisations including Digital Health and Care Wales Patients/service users and their relatives/carers Local Authorities Third Sector employers Local and national voluntary organisations Staff representatives and trade unions The public Llais: Citizens Voice Body for Health and Social Care in Wales Local partnerships Nursing and Midwifery Council and other regulatory bodies Local and national research bodies and networks Chief Scientific Adviser for Wales Therapy Adviser for Wales Advisory Committees Independent Contractors Media Educational institutions (schools, higher and further education) Welsh Government Members of the Senedd - MSs, MPs, Cabinet Secretaries/Ministers and WG Officials</p>
<b>Remuneration and Terms &amp; Conditions Of Service:</b>	<p>JESP 11, as determined by the Remuneration and Terms of Service Committee and Welsh Government</p>
<b>Location:</b>	<p>PTHB Headquarters, Glasbury House, Bronllys</p>

## **CONTEXT**

Powys Teaching Health Board (PTHB) encompasses the whole of the County of Powys which covers around 25% of the land mass of Wales with only 5% of the population. It is one of the most rural and sparsely populated areas in the UK and this geography has a significant impact on the health and care provision and consequently the strategic plans, operational delivery and workforce of the health board. The Health Board is responsible for ensuring the delivery of a Rural Care model that promotes wellbeing; offering early and support to people with an emphasis on a multi-disciplinary whole system approach to care.

The Director of Allied Health Professions and Health Science will be responsible for the successful delivery of AHP, Health Science and Information Technology strategies across the range of clusters within Powys that underpin a Rural Health Care model. This is a key statutory post with responsibility for high level clinical leadership, management, direction and, professional advice to the Board, complying with legislation. The post-holder ensures the highest possible quality and range of healthcare provision within available resources, sustaining a patient/public centred approach through all services and staff (for directly provided and multi-faceted commissioned services).

The post-holder is the professional accountable officer for AHP, health scientists and informatics employees and the lead for their professional standards. The post holder is an Executive Director and a voting Board Member, who is expected to contribute to all aspects of the work of the Health Board, accepting shared accountability for the achievement of the Health Boards strategic and operational objectives, whilst setting and exemplifying values, behaviours and standards.

This includes budget responsibility for a budget of £6 million, responsibility for the direct management of around 60 staff as well as professional responsibility for all 8 AHP staff groups, Health Scientists and Information Technology staff employed in the HB as well as other health professionals including social workers and others.

## **JOB PURPOSE**

The post-holder provides the board with assurance that the quality agenda is robust, contributing to the review and refinement of the corporate objectives and underpinning assurance framework. The post-holder is accountable for the development and implementation of robust quality, patient experience, patient safety and risk strategies, policies and plans fortified by dynamic governance. The post-holder conveys a vision for outstanding practice and patient experience, being a credible and visible role model, upholding professional standards and fostering a culture of continuous improvement, transparency and candour.

They have a key role in engaging staff and patients to co-create a culture characterised by quality and continuous improvement, underpinned by a Rural Health Care model, providing and fostering a leadership approach that supports transformational health and care. The post-holder also has a responsibility for assuring exemplary standards of patient care within commissioned services. This

will include developing relationships with Welsh and English providers of services that are accessed by the population of Powys.

The Director of Allied Health Professions and Health Science is responsible for and is the principal source of advice to the Board on Point of Care Testing and Medical Devices. 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.

This post will provide assurance to the Board that there is clinical and technical guidance and engagement between the clinical and the digital informatics teams and services.

This is key post for the Health Board in terms of clinical direction, advice and leadership. The Director is responsible for ensuring the successful delivery of AHP, health sciences and digital services to meet the Health Board's objectives and provide therapy, health science and digital information technology advice to the Board.

The Director of Allied Health Professions and Health Science will be responsible for:

- Professional leadership of AHP's and health scientists and all associated staff groups and support workers and all regulatory requirements, including revalidation, of all Health and Care Professions Council (HCPC) regulated staff across the health board
- Providing executive leadership and advice in respect of medical devices and point of care testing within the Health Board
- Providing executive leadership and advice in respect of development and integration of clinical informatics systems and supporting staff engagement and outcomes.
- Ensuring the provision of all information services
- Digital transformation and Information Technology Services

As an Executive member of the Board, the Director will hold corporate responsibility jointly with other Board members for the strategic direction, corporate policy making and development and delivery of the Health Board's objectives.

Particular key responsibilities will be to:

- Ensure that the Board is aware of any situation that may compromise Professional AHP and Health Scientist Registration.
- Contribute to, and in some cases lead the continuing transformation of clinical services within a complex organisation.
- Provision of inspirational, dynamic professional management and leadership and for ensuring statutory regulation and supervision for all AHP and Health Scientists and to those staff groups to whom aspects of treatment are delegated such as Healthcare Rehabilitation Workers.

- Utilise all available evidence to develop, implement and evaluate the AHP and health scientist strategy for the Health Board in accordance with Welsh Government (WG) policies, strategic direction, and national plans for the NHS.
- Gain commitment across the whole health system to the development and implementation of forward-looking information and digital strategies and systems that support modern, integrated clinical services and provide best value in the use of the resources available to the Community.
- Create an environment in which excellence, research and development, public protection and patient safety can flourish to meet the challenges of the future.
- Jointly lead on the clinical governance agenda, in conjunction with the Medical Director and Director of Nursing, Quality, Women and Family Health, for the overall discharge of clinical governance in the Health Board and within commissioned services.
- Lead the specific elements of quality and safety concerns complaints, patient experience, clinical & digital incidents and associated processes with AHP health sciences and digital functions.
- Work with the Chief Executive and other board members to ensure that the Health Board makes a significant contribution to health improvement and the reduction of health inequalities.

Accountable for ensuring that the organisation meets its statutory duties for areas that are relevant to the AHP, health scientists and corporate agenda; in particular, the Executive Director of Allied Health Professions and Health Science will be accountable for ensuring the appropriate regulation and revalidation of therapists and health scientists in the organisation.

The Director of Allied Health Professions and Health Science holds Executive responsibility for the delivery of the digital transformation strategy, IT and Information services.

As such, the Director will be the Organisations Senior Information Risk Owner (SIRO).

## **KEY RESULT AREAS/ MAIN TASKS AND RESPONSIBILITIES**

- Ensure the AHP and health scientist professions contribute to the NHS Wales vision for integrated, high quality and client focused health services.
- Support the Board's work on public and patient / service user involvement in the planning and delivery of health improvement, public health and healthcare in accordance with national and local strategies.
- Make challenging decisions on priorities, managing ambiguity and complexity to create the vision for taking the organisation forward through digital services, Allied Health Professionals and Health Scientists. The judgement of the Executive Director of Allied Health Professions and Health science will be vital in helping the organisation manage and mitigate risk and support the strategic vision.

- Inform the Chief Executive of significant service or care issues that may impact on patient and staff safety and/or well-being, the reputation or performance of the organisation.
- Support the development of a cultural climate that has open and honest discussions about clinical quality and the patient / service user experience; serving as a conduit regarding patient and service users experience through a combination of the use of evidence-based outcome data and metrics, service user feedback and compelling narrative.
- Ensure positive patient experiences by improving the quality of care by using relevant guidelines and standards in provided and commissioned services.
- Ensure AHP and scientific 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 particularly medical devices and point of care testing and to promote evidence-based practice and high-quality research activity among therapy and health science staff.
- Accountable for the development and delivery of a digital transformation strategy that maximises the use of new technologies, supporting the organisation to improve technology services and improves outcomes. This will include:
  - The provision and management of the Health Boards IT infrastructure
  - Implementation of the national ICT programme
  - Telehealth and Telecare strategies
  - Build upon business intelligence capability, to drive decision making and influence strategy, particularly in relation to commissioning, demand and capacity modelling and strategic planning.
- Promote the application and development of clinical research and evidence-based practice.
- Develop public protection with the Director of Public Health, working across the Health Board, in collaboration with the Local Authorities.
- Support clinical adoption and engagement in use of technology
- Ensure the development of clinical Information that supports and enhances organisational reform

## **Performance & delivery**

- Ensure financial and corporate objectives and performance targets set for the PTHB are met through effective clinical and managerial structures and processes.
- Ensure performance management systems are established to monitor performance across the allied health professionals, health science and digital staff groups, and support continuous performance improvement underpinned by information and information technology strategies.
- Provide executive leadership on service evaluation and patients / service user / community perspectives in providing high quality patient / service user care.
- Establish clear lines of accountability and ensure that all relevant staff are managed, supervised and trained appropriately with regard to digital functions, clinical services and regulatory standards.
- Set and provide the strategic direction for allied health professionals and health sciences and the development, implementation and monitoring of specific clinical strategies and measurable interventions to minimise risks and promote health and wellbeing, in line with the Welsh Government's strategic framework. This includes all aspects of assessment, diagnosis and treatments, safety aspects of services such as radiation protection and influencing other services that have a direct impact on patients and service users.
- Ensure active involvement and influence on all material business decisions to ensure that the immediate and longer-term implications, opportunities and risks are fully considered and consistent with the overall digital transformation strategies.
- Promote the development of critical thinking ability, in particular in relation to the clinical decision making, to enhance this skill among digital, AHP and health science staff.
- Be responsible for supporting the clinical information needs that enable the HB to achieve the strategic goals described in its strategic plan.
- Provide the clinical focus to develop and promote information streams that track health care outcomes to support the strategic aims of the HB.
- Promote the use of information technology across the organisation, including in clinical settings to improve safety, quality, patient and family satisfaction, efficiency in delivery of care, integration with biomedical equipment and, overall cost reduction.
- Ensure standardisation of clinical terminology, coding and compliance to ensure that informatics meets the needs of regulatory compliance.
- Encourage support of the integration of clinical and research databases as well as clinical decision support tools.

- Provide clinical leadership to support the ongoing development and implementation of digital and electronic health information systems related to the delivery of patient care across the organisation.
- Collaborate with other senior leaders in facilitating effective implementation of the Electronic clinical systems to ensure the needs and requirements of the clinical community are met.
- Drive forward system optimisation ensuring it supports the organisational strategy.
- Lead the management and development of an evidence-based Informatics service, to ensure information systems support delivery of best practice clinical care.

### **Strategic Development and Partnership Working**

- Collaborate with the Medical Director and Director of Nursing, Nursing, Quality, Women and Family Health to ensure a balance between the corporate, clinical and professional agendas where the ultimate goal is safety and quality for service users.
- Ensures that the therapy and health science professions make a full contribution to the organisation's financial viability, avoiding waste and exercising proper stewardship and accountability over public money and other resources.
- Develop partnerships with further education and the Universities to meet the requirements of the Health Board.
- Ensure that the therapy and health science professions are fully engaged and lead where appropriate in developing and implementing wider strategies, including Health Social Care and Wellbeing Strategies and Children and Young People's Plans to improve the health of citizens and reduce health inequalities.
- Provide leadership for the development of volunteering services provided by the Health Board and any patient liaison service that meets the needs of patients, carers and/or families
- Ensuring the Health Board gets best value from its investment in technology and services are effective, including the ongoing management of service agreements to ensure effective delivery of IT services.

### **Professional Leadership and Accountability**

- Provide strong, effective and visible professional leadership to staff across the digital, allied health professionals and health science functions across the Health Board.

- Work collaboratively with the Director of People and Culture to plan and design extended and enhanced roles which will improve clinical practice, ensuring compliance to national guidance.
- Develop and maintain a high profile as an "Ambassador for Allied Health Professions and Health Sciences" and "Digital Informatics" in the Health Board, across Wales on behalf of the Chief Allied Health Professions Officer and the Chief Health Scientists Officer, nationally across the UK and internationally (where this is appropriate).
- Create a strong and effective team by inspiring others with their vision, providing motivational leadership and a clear strategic vision and direction for employees working across the health and social care community.
- Manage AHP's, health sciences and digital staff through a strong governance framework and in accordance with the regulatory requirements.
- Lead organisational accountability for the delivery of the Health Board's digital transformation strategy and the provision of information and IT services and support.
- Lead by example and constantly reinforce the importance of quality to all aspects of the business. Role model appropriate behaviours about presenting and receiving both positive and negative feedback from patients / service users.
- Develop a strong, effective team by inspiring with vision and providing motivational leadership and a clear direction for a range of specialist staff. This includes a team that is resilient and able to manage the range of responsibilities outlined by the Director and the Chief Executive/Board.
- Assure the Health Board that staff are managed and trained appropriately, and they deliver against key objectives, demonstrating the values and behaviours agreed by the Board.
- Assure the Health Board that staff objectives agreed are in with Health Board objectives and the NHS Knowledge and Skills Framework. Promote the development of professional roles consistent with the Welsh Government Post Registration Career Framework for AHP's and Health Scientists
- Advise the Board, Chief Executive and Directors on professional therapy and health sciences issues, including the changing roles and responsibilities of professions and other non-medical clinical staff.
- Promote and demonstrate professional standards of care within the HCPC guidance and each of the professions individual codes of conduct and in line with each of the relevant Welsh Governments Chief Officer's priorities and current policy.

Work closely with Organisational Development to coordinate and agree education provision and commissioning to plan for the future AHP and health scientist workforce and provide assurance that this meets future demand and challenges.

### **Clinical Governance, Quality and Patient Safety**

- Responsibility and accountability for all AHP and health sciences clinical governance issues and shared responsibility, in conjunction with the Medical Director and Director of Nursing, Quality, Women and Family Health, for the overall discharge of clinical governance in the Health Board including both commissioned and directly provided services.
- Ensuring digital, AHP and health sciences input to the development of clinical governance arrangements so that processes are established which are integrated across professional boundaries.
- Lead the development of effective organisational arrangements and capacity that enables the Health Board to meet its strategic aims in relation to quality and safety within a framework of strong, effective clinical 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.
- Ensure the approach to receiving patient/public feedback (whatever the mechanism used) leads to high quality investigation where appropriate, timely responses and evidence of learning. Develop frameworks to support this.

### **Therapies, Health Science and Digital: Education, Training and Research**

- Develop the Health Board as an exemplar employer of Digital, AHP and health scientists enabling them to make the best use of their potential and provide high quality learning environments for registered, non-registered support staff and students, with access to occupational health and welfare support.
- Influence the development of progressive pre-registration education for AHP's and health scientists.
- Lead, develop and monitor the delivery of post registration education programmes in accordance with the post registration career framework for AHP's and health scientists in Wales. Support the development of appropriate career pathways within the organisation and the development of new and innovative roles.
- Ensure a system that enables AHP's and health scientists to meet the requirement for their Revalidation and registration.
- Develop, deliver and implement a clinical education plan as part of a wider approach to clinical education, to promote and ensure a safe and effective clinical workforce.
- Implement a framework for Advanced and Consultant AHP and health scientist practice that enables highly effective and enhanced patient care.
- Ensure that the workforce delivering Digital, AHP and health science (both regulated and unregulated) is fit for purpose and fit for practice.
- Actively engage and contribute to the Health Board'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 Digital, AHP and health scientist staff in collaboration with universities, industry, and government where appropriate.

### **Digital Transformation**

The Director of Allied Health Professions and Health Science will be accountable for the delivery of a digital transformation strategy and accountable for the delivery of IT and Information services. As such, the Director will make decisions and judgements and provide advice to the board on these areas which are likely to be outside of the scope of their expertise. This will require them to exercise a significant degree of judgement and decision making based on the advice from the professionals within those areas of work. The Director will:

- Be accountable for the development and delivery of a digital transformation strategy which encompasses digital solutions and innovations to support a sustainable health and care approach in line with the Powys Health and Care strategy.
- Ensure that the digital transformation model enables resources to be shared and intelligence maximised through the implementation of local integrated Information Communications Technology (ICT) systems across health and social care.
- Ensure that digital services are delivered in cost effective manner whilst being adaptable to organisation and industry change

### **Information Technology (IT) Services**

The post holder will be accountable for the delivery of IT services across Powys Teaching Health Board and will ensure that appropriate systems are in place to ensure the services are effectively and efficiently managed and maintained. As such, they will be accountable for:

- Manage the delivery of IT services, maintaining oversight of budget execution, monitoring and forecasting.
- Ensuring that the IT infrastructure is secure and robust and fit for delivery of the health board objectives and digital transformation agenda.
- Providing advice to the board on any issues relating to IT services, including advising on risk, service delivery and interdependencies.
- Ensuring appropriate disaster recovery processes are in place for the health board including the provision of secure storage systems.
- Implementation of the National ICT programme within the Health Board and managing complexities arising from its implementation within a rural setting, including the provision of access.

### **Information Services**

The Director of Allied Health Professions and Health Science will also be the Executive Director accountable for the provision of service and advice to the Board in respect of information services. The Health Board operates in an extremely complex commissioning environment resulting in managing a service which is reliant on multiple providers across both England and Wales of which may operate in different ways. The Director will be accountable for providing advice to the board and the delivery of the service. This will include:

- Responsibility as the Organisations Senior Information Risk Owner
- Lead Director for Powys responsibility for Powys and Chair of the WCCIS Joint Board, ensuring delivery of the clinical information system across the health board.
- Manage the delivery of information services, maintaining oversight of budget execution, monitoring and forecasting
- Ensure that a strategy is in place to enable to the health board to strengthen business intelligence and maximise this to influence decisions in relation to service delivery, for example, commissioning arrangements
- Delivery of national information initiatives across the health board
- Ensure appropriate performance systems are in place in respect of information services, including the management of cross border and external partner information and escalation processes
- Accountable for the health boards clinical information's systems, including WCCIS and IFOR etc.

### **Service Development and Improvement**

- Collaborate with appropriate clinical and managerial interests and ensure clinicians contribute fully to the redesign of clinical services (primary, community, acute and tertiary) to ensure an effective care modernisation programme.
- Establish constructive relationships with primary care contractors, the Independent and Third Sector, to provide effective nursing leadership and support to nursing staff who are employed outside the Health Board.
- Work collaboratively with the Public Service Board and Regional Partnership Board
- Drive forward the Health Board's ambitions in relation to digital transformation, ensuring the development and delivery of a strategic digital transformation plan that encompasses digital care, digital access and digital infrastructure and intelligence.

### **Ambassador**

- Contribute to NHS Wales planning mechanisms and strategy development and delivery and to actively engage in and lead 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.
- The Executive Director of Allied Health Professions and Health Science will act as an ambassador of the Health Board and NHS Wales.

### **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.

**PERSON SPECIFICATION**

<b>Qualifications</b>	<ul style="list-style-type: none"><li>• Current validation and registration with the HCPC</li><li>• Educated to Masters Degree level in a relevant subject.</li><li>• Evidence of current Management and Leadership Development.</li><li>• Evidence of Continual Professional Development.</li></ul>
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<b>Experience and Knowledge</b>	<ul style="list-style-type: none"><li>• Experience of operating effectively at a strategic level within a health commissioning or providing organisation.</li><li>• Proven experience of working and contributing at Board level.</li><li>• Significant leadership, management and professional experience in the NHS.</li><li>• Extensive experience of collaborating effectively with other statutory, Independent and, Third Sector organisations to plan and deliver services.</li><li>• Experience of strategic planning development.</li><li>• Evidence of actively participating in service improvement and efficiency, with demonstrable positive outcomes.</li><li>• Experience of building personal and professional credibility with Board, managers and leaders and clinical teams, staff and key stakeholders.</li><li>• Extensive knowledge of the professional therapy and health sciences agenda across primary, community and secondary care.</li><li>• Extensive knowledge of clinical and corporate governance and the application across the health service.</li><li>• Extensive knowledge of the complex system in which the NHS operates and the impact of statutory and non-statutory public and private sector activities upon health and care.</li><li>• Extensive knowledge of patient experience and Putting Things Right Regulations in Wales.</li><li>• Extensive knowledge of the relationships between workforce planning, workforce development and education.</li><li>• In depth understanding of the challenges facing the health service in Wales in the 21<sup>st</sup> Century.</li><li>• In depth knowledge of factors which influence the health-related behaviours of individuals and populations.</li></ul>
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## PERSON SPECIFICATION

### **Abilities and Personal Qualities**

- Is able to act as an Ambassador for the Health Board
- Role models appropriate behaviours
- 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 a culture of openness and partnership.
- High self-awareness, understanding own emotions, strengths and limitations.
- Ability to travel
- The ability to speak Welsh is desirable for this post.

## NHS Wales Director of Allied Health Professions and Health Sciences – Behavioural Competence Structure

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

<b><u>Setting Direction</u></b>	
<p><b><u>Seizing the future</u></b> Thinks and acts for the future.</p>	<ul style="list-style-type: none"> <li>• Acts now to articulate, shape and implement a compelling, shared vision that takes current service developments into a coherent future strategy.</li> <li>• Acts quickly and decisively in a crisis and builds new programmes and capabilities rapidly.</li> <li>• Introduces flexible, innovative approaches to achieve service improvements and promotes organisational ability to cope with change and shape the future.</li> <li>• Demonstrates how therapy and health sciences will contribute to the future.</li> </ul>
<p><b><u>Intellectual flexibility</u></b> Handles information and clarifies complexity.</p>	<ul style="list-style-type: none"> <li>• Synthesises, reframes and prioritises complex demands, consequences and critical points from a mass of disparate and conflicting data.</li> <li>• Demonstrates ability to move between significant detail on the ground and the strategic big picture, modifying plans and actions to take account of new/diverse views, information and standpoints.</li> <li>• Interprets complex professional therapy and health science strategic agenda into action on the ground.</li> </ul>
<p><b><u>Broad scanning</u></b> Gathers information from a wide range of sources.</p>	<ul style="list-style-type: none"> <li>• 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”.</li> <li>• Actively seeks out diverse viewpoints, promoting inclusivity.</li> <li>• Purposely uses wider networks to keep up with developments in therapy and health science, health, social care, housing, and education, building relationships with partners, clinical and academic colleagues.</li> </ul>
<p><b><u>Political Astuteness</u></b> Understands the politics / power bases.</p>	<ul style="list-style-type: none"> <li>• Builds consensus alliances through purposeful engagement with key networks of interest groups and influencers to shape and deliver change.</li> <li>• Demonstrates understanding of complex stakeholder networks and ensures actions take account of political sensitivities in building agreements.</li> <li>• Balances political, professional, technical, financial and cultural considerations to achieve change.</li> </ul>

<p><b><u>Drive for results</u></b> Sustains a focus on improving performance to meet challenging goals.</p>	<ul style="list-style-type: none"> <li>• Focuses and clarifies objectives and boundaries and is goal focused, resisting any pressure to be deflected from achieving quantifiable service improvements.</li> <li>• Takes calculated risks within effective governance, to achieve longer-term service improvements creating enduring benefits of improved healthcare for patients / service users and carers.</li> <li>• 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.</li> <li>• Ensures high standards of therapy and health science delivery using metrics to demonstrate quality outcomes for patients / service users and their carers.</li> <li>• Builds on productivity in nursing through business and entrepreneurial skills.</li> </ul>
<p><b><u>Financial Leadership</u></b> Ensures sustainable financial viability and most effective use of resources to achieve strategic aims.</p>	<ul style="list-style-type: none"> <li>• Leads the management of financial flows in therapies and health sciences to deliver its short and long term objectives.</li> <li>• 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.</li> <li>• Demonstrates financial literacy/quantitative problem-solving skills, providing high quality</li> <li>• Contributes to the delivery of agreed recovery plan and contributes to resolving deficits</li> <li>• 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 nursing within the organisation.</li> <li>• Demonstrates literacy in therapy and health sciences resource management to both optimise efficiency and deliver a high-quality therapy and health sciences service.</li> </ul>
<p><b><u>Delivering the Service</u></b></p>	
<p><b><u>Leading change through people</u></b> Makes change inclusive mobilising people’s energy and commitment</p>	<ul style="list-style-type: none"> <li>• 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.</li> <li>• Aligns efforts and shares leadership and power with clinicians to achieve integrated service improvements, winning and retaining the respect of clinicians.</li> <li>• Builds organisational frameworks for continuously improving quality and safeguarding high standards of care supporting others who lead implementation.</li> <li>• Builds effective management teams and team spirit, removing obstacles to effective working. Holds team members to account through stretching performance and rewards systems.</li> </ul>

<p><b><u>Holding to account</u></b> Promotes a high-performance culture.</p>	<ul style="list-style-type: none"> <li>• Accepts personal responsibility for the therapy and health sciences workforce, holding others directly accountable for delivering what has been agreed, both within and outside of the organisation as this relates to therapy and health sciences and the organisation’s objectives.</li> <li>• 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.</li> <li>• Embeds the duty of providing high quality patient / service user care throughout the organisation, ensuring that the Board receives reports on quality and safety and that appropriate action is taken on all aspects of therapy and health sciences. Provides an authentic professional view of therapy and health sciences to the Board.</li> <li>• Ensures statutory and regulatory aspects of therapy and health sciences are delivered.</li> </ul>
<p><b><u>Empowering others</u></b> Fosters independence.</p>	<ul style="list-style-type: none"> <li>• Delegates effectively, securing resources as required and providing space for others to be creative.</li> <li>• Takes risks with others coaching their development using failure as an opportunity to learn.</li> <li>• Explains clearly and concisely the reasons for plans and actions to affected people, stakeholders and partners and listens and acts on responses.</li> <li>• Leads the investment in talent management, ensuring that appropriate development processes are in place for the therapy and health sciences workforce (including succession management). Coaches and mentors’ others to help them maximise their contribution.</li> <li>• Nurtures therapy and health sciences’ ability to lead and develops fast track schemes for therapists and health scientist leaders.</li> </ul>
<p><b><u>Effective and strategic influencing</u></b> Uses range of influencing strategies.</p>	<ul style="list-style-type: none"> <li>• 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.</li> <li>• 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.</li> <li>• Champions the organisation in external forums e.g. local authorities, Government bodies and national organisations and represents both the organisation and the Nursing profession at local, national and international level.</li> </ul>
<p><b><u>Collaborative working</u></b> Engages constructively with internal and</p>	<ul style="list-style-type: none"> <li>• 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.</li> </ul>

external stakeholders.	<ul style="list-style-type: none"> <li>• Leads the shared 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.</li> <li>• Demonstrates effective management of relationship with Chief Executive Officer, Chair and Board members, jointly creating cohesive strategies for delivering world class health and therapy and health sciences services.</li> </ul>
<b>Personal Qualities</b>	
<b><u>Self-belief</u></b> Inner confidence to succeed.	<ul style="list-style-type: none"> <li>• Takes on stretching challenges that some peers may back away from.</li> <li>• Constructively challenges others, regardless of position or status.</li> <li>• Willing to take tough decisions and is openly optimistic about achievement of goals.</li> <li>• Stand up for what they believe in, speaking up and have a can-do sense of confidence.</li> <li>• Makes the care of people first concern, treating them as individuals respecting their dignity.</li> </ul>
<b><u>Self-awareness</u></b> Understands own emotions, strengths and limitations.	<ul style="list-style-type: none"> <li>• Understands the nature and cause of own emotional reactions to particular situations and takes account of the likely implications and impact of own behaviour.</li> <li>• 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.</li> </ul>
<b><u>Self-management</u></b> Manages own emotions and demonstrates resilience.	<ul style="list-style-type: none"> <li>• Manages responses and reactions consistently when under pressure remaining calm in a crisis and without transferring unnecessary stress on others.</li> <li>• Takes conscious steps to manage own emotions and absorbs and deals constructively with criticism and performance feedback.</li> <li>• Models a healthy approach to work / life balance, having a range of interests outside of work.</li> </ul>