

## APPENDIX A

### 1. JOB DETAILS

**Post Title:** Chief Officer (Health & Social Care Integration)

**Accountable to:** Chief Executives – NHS Tayside & Angus Council and through them to the Integrated Health and Social Care Board

### 2. JOB PURPOSE

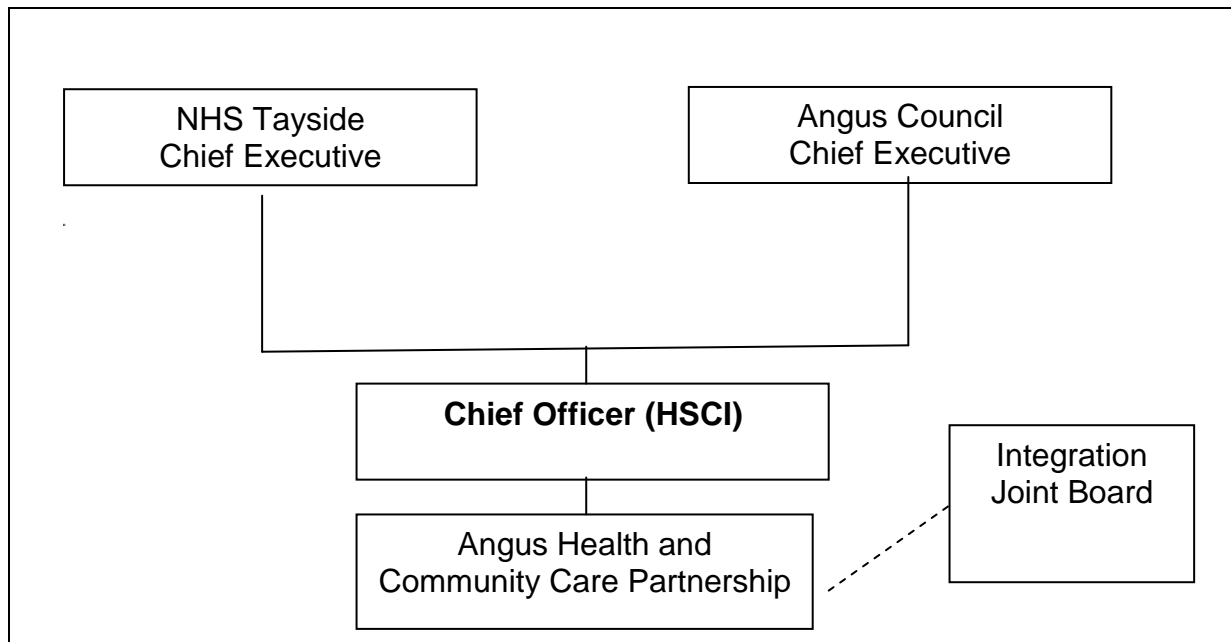
1. To strategically plan for services specified in the Integration Scheme for the population of Angus.
2. To secure the best outcomes for people who use services and carers within the Angus Partnership area, by leading the development and implementation of the Integration Plan, in accordance with the provisions agreed within the relevant legislation.
3. To design, communicate and lead the achievement of a coherent vision, values and culture to underpin delivery of whole system change to improve outcomes for adults in Angus.
4. To provide strong, effective and visible leadership of a programme of transformational change to deliver health and social care that is seamless from the perspective of the patient, user or carer.
5. To operate and manage the integrated budget for adult health and social care service provision, to ensure delivery of the services agreed and defined in the Integration Plan.
6. To lead the design and introduction of integrated systems of governance, finance reporting and performance and be accountable to the joint partners for the performance of the partnership.
7. To contribute to the strategic leadership and management of NHS Tayside and Angus Council priorities as appropriate.
8. To ensure the appropriate and effective contribution of the Integrated Health and Social Care partnership to the Angus Community Plan.

### 3. DIMENSIONS

1. The Angus Health and Community Care Partnership will manage a broad range of Local Authority and NHS Services. The scope of the partnership will include:
2. Assessment and care management functions (adults over 18 years with a learning or physical disability, adults over 18 years with mental health problems, older people, carers).
3. Home care.
4. Social care commissioning and procurement.
5. All social work and social care functions and activities for older people and people with dementia.
6. All NHS services set out in the “must” list provided in the most recent guidelines for the purposes of strategic planning. A list of services to be delegated to the Partnership for operational purposes will be determined within the agreed Integration Scheme. These NHS Services will be provided to the adult population across the whole of Angus. The total population for Angus is 116,240.

The combined budget for these services will be determined within the agreed Integration Scheme.

### 4. ORGANISATION CHART



## **5. ROLE OF THE PARTNERSHIP**

The Angus Health and Community Care Partnership has been created by NHS Tayside and Angus Council in response to the Public Bodies (Joint Working) (Scotland) Act 2014. It will be responsible for leading transformational change in the way in which the NHS and the Local Authority provide care to adults and older people across Angus. This work will be undertaken in partnership with third sector, independent contractors, the private sector, users, carers and staff.

The partnership will operate within an overarching Strategic Plan. An Integrated Joint Board will oversee the work of the partnership. It will be for the partnership to determine and implement new service models and to create effective partnerships which enhances the spectrum of care delivery whilst ensuring it is provided in an integrated and seamless way.

## **6. KEY RESULT AREAS & RESPONSIBILITIES**

1. Develop the integrated planning of Health and Social Care Services, within Angus ensuring the management, planning and commissioning of services meets Council and NHS Tayside policy objectives and statutory requirements as defined in the Strategic Plan, by providing strategic leadership and direction.
2. Lead the integration of agreed services between those managed by NHS Tayside and Angus Council, to ensure integrated service planning and performance management arrangements are in place at an early stage. This will include the co-ordination, the preparation and the application of key strategic documents including Service Plans and Joint Commissioning Plans.
3. Ensure that Senior Managers have the necessary systems and working arrangements in place to deliver all service requirements, taking account of statutory and legislative requirements and advice to the Joint Integrated Board, NHS Board and relevant Council Committees.
4. Design and implement, in partnership with both organisations and with their employee side/Trades Union representatives, organisational arrangements, including locality arrangements, which are fit for purpose, take into account statutory and professional responsibilities and accountabilities and the delivery of strategic plan objectives on time and within budget.
5. Allocate and be accountable for budgets for services to meet the objectives as agreed within Council and NHS Tayside constraints and prioritisation processes, ensuring that financial targets are achieved within the resources available.
6. Develop and set standards for the joint delivery of adult health and social care services ensuring a robust performance management framework is in place to measure service delivery, and ensure continuous improvement. Working with the Medical and Nurse Director ensure that all statutory clinical governance and professional standards are adhered to and arrangements are established to ensure systems are in place meeting professional and clinical standards. To work with other Directors and Chief Officers to ensure that all non-clinical governance and professional standards are adhered to.

## 6. KEY RESULT AREAS & RESPONSIBILITIES (CONTD)

7. Work in support of the Medical Director and Nurse Director to ensure the appropriate discharge of their responsibilities under professional governance as responsible officers for medical, nursing and allied health professional roles.
8. Work in support of the Chief Social Worker to ensure the appropriate discharge of his responsibilities as accountable officer for social work standard.
9. Lead initiatives within Angus to ensure that the Council and NHS Board deliver the necessary outcomes, meet policy requirements and relevant targets, including, for example, the development of a capacity plan for older people's services and the delivery of the health inequalities agenda.
10. Develop and secure effective partnership working with a range of key stakeholders, including voluntary and private sector providers, independent contractors, trades unions/professional organisations and employees to achieve optimum development of services and in accordance with the NHS Scotland Staff Governance Standards and Best Value arrangements.
11. Develop and implement, relevant NHS Board and Council policies ensuring that they facilitate delivery of high quality services and are consistent with the statutory objectives of both organisations.
12. Ensure arrangements are in place to support the general management and continuous development of the employees from the Board and the Council and the application practices and policies which promotes diversity and equality across all aspects of service delivery.
13. Manage and retain oversight of preparations for inspection and audit activity relating to delivery of services defined in the Integration Scheme and undertaken as part of the Joint Commissioning Plan.
14. Lead the cultural shift required to achieve true integration, through personal commitment to the values of collaborative leadership, strengthening partnership arrangements, through facilitation and active support to merge two very different cultures, ensuring employees are supported to achieve transformational change that will foster a supportive, learning, outcome-focused organisation.
15. To generate an ethos of professional and distributive leadership amongst professionals, senior clinicians and managers who form the health and care partnership with regard to accountability, responsibility, role and contribution.
16. Implement an agreed engagement strategy with frontline professionals that supports innovative practice and local solutions to health inequalities and shapes the Partnership's Strategic Plan. Develop positive engagement with staff and trade union/professional organisations which maximises staff involvement in the work of the partnership.

## **7. ASSIGNMENT AND REVIEW OF WORK**

The post will operate within broad objectives to ensure the delivery of strategic plans and national guidelines. Formal accountability will be to the Chief Executives of NHS Tayside and Angus Council. The post will also report to the Integrated Joint Board for progress on implementation of the agreed Strategic Plan. The post will be subject to ongoing review by the Chief Executives. Performance appraisal will be undertaken by the Chief Executives and in the case of an NHS employee, will be submitted for review to the Health Board's Remuneration Committee.

## **8. COMMUNICATIONS AND WORKING RELATIONSHIPS**

The post will work closely with the Integrated Joint Board (IJB) members, the two Chief Executives, Elected Members of the Council, Non-Executive Board Members, third sector and private sector leaders, senior clinicians, professionals and independent contractors in formulating service development strategies.

The post will represent the IJB at a local and national level, influencing both National and organisational policy. This will include responding to Parliamentary Questions and participating in national working groups.

The post will work with trade union and professional organisation representatives regarding significant issues which effect the workforce.

The post will seek to engage with staff, users and carers and public partnership fora and members of the public in the development and transformation of services across Angus.

The post will engage with MSPs, Elected members, the Scottish Health Council, Patient Representatives in order to address concerns and promote engagement in partnership developments.

## **9. MOST CHALLENGING PART OF YOUR JOB**

The post will require highly developed political management and relationship management skills in order to develop and sustain plans which engage with, and are supported by, a broad range of key partners.

The post will operate in an environment with diverse professional groups, cultures and systems of governance. The postholder will have to create a partnership which has a clear vision and have the resilience and leadership skills to translate the strategic direction of the partnership into the operational delivery of high quality care to the people of Angus.

## **10. QUALIFICATIONS and/or EXPERIENCE SPECIFIED FOR THE POST**

1. Educated to Masters level or have an equivalent level of knowledge and experience.
2. Experience of strategic planning and development within a complex multi-agency context.
3. Successful track record in managing organisational and culture change and managing modernisation programmes in a large complex organisation.
4. Significant financial management experience including strategic, risk and budgetary planning experience.
5. Experience of operating within a complex care environment including experience of working with Local Authorities, Elected Members, independent contractors and NHS senior executives.
6. Experience of influencing at the most senior level of an organisation and also of engaging with a diverse range of stakeholders including, politicians, independent contractors, government, third sector, users and carers.
7. Success in leading, managing and inspiring the workforce and of building and motivating effective teams.
8. Demonstrable significant experience in service improvement which has a service wide impact.