

## Director of Mental Health & Learning Disabilities

### Information Pack

Closing date: 26 October 2020

Post ref No:



**Working  
With Us**

## About NHS Tayside



Tayside offers many opportunities for career development as well as work-life balance.

NHS Tayside is the fourth largest healthcare provider in Scotland and one of only four teaching Boards. With strong links to local Universities, the Board provides tertiary services to around 350,000 people across Tayside and North East Fife, employing over 13,000 staff across three hospitals and many other sites. Primary and community care services are currently organised into three Health and Social Care Partnerships (HSCPs) in Dundee city, Perth and Kinross and Angus which are overseen by Integration Joint Boards.

## About Mental Health in Tayside

Mental Health is a top priority for NHS Tayside and we have embarked upon an ambitious work programme to co-create, design and co-produce a Tayside Mental Health and Wellbeing Strategy that will:

- reduce health inequalities and improve health and healthy life expectancy
- support people to live independently at home and receive support and services through integrated health and social care working
- ensure access to community mental health services is the norm, avoiding admissions to hospital where possible and putting in place care plans that aim to return people home with sufficient care and support

An Independent Inquiry published earlier this year made 51 recommendations to enhance services and the service users' experience across Tayside. These are shaping the development of our Mental Health and Wellbeing Strategy and the Change Programme which will implement all 51 recommendations and result in significant improvements in mental health services and supports by 2024.

Our shared aim is to develop responsive mental health supports and a service everyone can be proud of; one that makes a real difference by honouring the experiences people with lived expertise have shared throughout the Independent Inquiry and in the course of our work, enabling current and future service users, their families and carers to experience improvements and have a positive and safe journey to care and recovery.

The staff working in Mental Health and Learning Disability services in Tayside have demonstrated a determination to provide high quality, person centred care over recent times, an effort recognised in the Trust and Respect Independent Inquiry published in February 2020 which concluded that Tayside had the potential to offer a 'world class' service.

## About the Job

- An Executive and \*Senior Manager Grade (currently under review)
- Salary: c£90,000 per annum
- Member of the NHS Tayside Executive Leadership Team
- Instrumental in delivering the Tayside Mental Health & Wellbeing Strategy and the Change Programme to redesign and transform our system of mental health services
- Lead partnership working across multiple organisations and with individuals including Executive Directors, Third Sector, people with lived experience and Carers



## **TAYSIDE MENTAL HEALTH & LEARNING DISABILITY SERVICES**

**Director of Mental Health and Learning Disabilities**

**Executive and Senior Manager Grade (currently under review)**

**Salary: c£90,000 per annum**

**(Grade and salary are subject to NEC job evaluation)**

We are looking for a strong, resilient leader, with experience of working in a multi-agency environment and implementing life-changing improvements across mental health services.

Someone who can direct a motivated and skilled workforce and who can actively promote the co-design and co-production of new services and ways of working together with mental health service users, their families, carers, staff and partner agencies in order to improve the lives of people requiring mental health and learning disability support.

Are you passionate about leading and delivering world class mental health care, shaping inclusive, mental health supports where the people who receive and the professionals who deliver our services are treated as equal partners?

If so, then this role is a unique opportunity to make a real difference to the mental health of the people of Tayside by leading a team focused on improving the quality of experience, care, treatment and overall health and wellbeing of those living with mental ill health and learning disability across the region.

The successful candidate will already have experience of leadership at a senior level and will be supported to further enhance and develop their strategic planning, leadership and management skills. They will be professionally accountable to the NHS Tayside Chief Executive and will work closely with Executive Directors across Tayside, Chief Officers, Third Sector organisations, Carers and people with lived experience. They will lead a team including the Associate Director for Mental Health, Associate Medical Director for Mental Health and the Associate Nurse Director for Mental Health and the wider Mental Health Senior Leadership Team across the Health and Social Care Partnerships to provide oversight of all mental healthcare services. The Director of Mental Health will influence and assure progress against the commitments made in the Listen Learn Change Action plan, the Tayside Mental Health and Wellbeing Strategy and whole system Change Programme.

In this role you will be a member of the NHS Tayside Executive Leadership Team and will be instrumental in leading the delivery of the Tayside Mental Health and Wellbeing Strategy and the Change Programme to redesign and transform our entire system of mental health services.

Generous relocation packages may be available depending on circumstances.

For a confidential discussion in the first instance please contact Catriona Mackie at Aspen People on 0141 212 7555.

NHS Tayside would also welcome confidential informal discussions – to arrange a suitable date or time please contact the Chief Executive's office:

NHS Tayside Chief Executive, Grant Archibald, [Chiefexec.tayside@nhs.scot](mailto:Chiefexec.tayside@nhs.scot)

To access the full candidate information, application form and details of how to apply, please visit the [Aspen People website](#). Completed application should be returned via email to Katy Gall – [kgall@aspenpeople.co.uk](mailto:kgall@aspenpeople.co.uk) – if you have any problems please contact Aspen People on 0141 212 7555.

**Closing date 26 October 2020**





## NHS Tayside

### Job Description

**Job Title: Director of Mental Health**

**Immediate Line Manager: Chief Executive**

Executive and Senior Manager Pay Scale (Evaluation awaited)

**NEC ID  
Number  
for  
Manager** 74

**Effective as at 2020**

#### **2 Job Purpose**

To provide strong visionary, transformational, accountable, and inclusive leadership for Mental Health across NHS Tayside, by driving the strategic change required as a response to the independent inquiry (Trust and Respect report Feb 2020) and improve the direction of mental health services.

To lead with a high degree of emotional intelligence and a progressive and assertive style, drive and lead a range of organisations, teams and work alongside colleagues to progress complex change that results in improvement, doing so with compassion and a focus on people with Lived Experience, those at the centre of our support, care, treatment and recovery.

To be a strategic thinker with capability to drive whole-system change integrating the service user experience across all areas and services, whilst leading by example and ensuring a listening and learning culture to ensure operational delivery of excellent mental health services on behalf of Tayside NHS Board.

To execute responsibility for clinical, financial and workforce Governance, strategic performance, financial and workforce planning with a Pan Tayside Operational Leadership Team including the Associate Director of Mental Health, Associate Medical and Nurse Director for Mental Health so that they work cohesively and collectively to provide safe and effective mental healthcare services.

To provide executive leadership of mental health services in NHS Tayside, building competency, capacity and capability while implementing the Tayside Mental Health

Strategy to achieve overall and sustainable improvements in NHS Tayside's Mental Health Services.

To ensure the achievement of all organisational objectives, strategies and plans, and drive forward service transformation in order to support delivery of our quality ambitions:

- successful delivery of integrated patient centred, safe and effective services
- achievement of national and local targets
- implementation of National and Tayside strategies

To work alongside senior clinical and non-clinical staff, providing strategic advice to the Chief Executive and Board on all issues relating to mental health services, and provide leadership and direction to the planning, prioritisation, and the allocation of resources to support effective delivery of activity across the range of mental health services throughout NHS Tayside.

### **3 Dimensions**

NHS Tayside is a teaching Board and serves a population of approximately 410,000, living within the three Tayside Local Authority areas of Angus, Dundee City and Perth and Kinross.

The delivery of the majority of mental health and learning disability services, specifically for adults and older people, is the responsibility of the three Health and Social Care Partnerships in Angus, Dundee and Perth and Kinross.

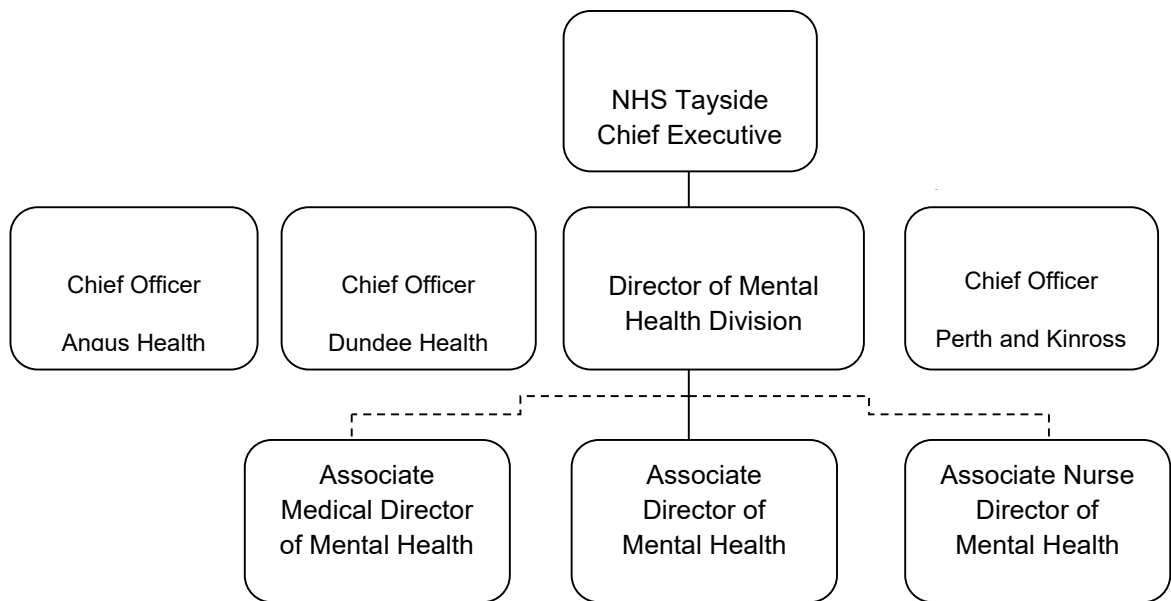
Child and Adolescent Mental Health Services, Regional Medium Secure Services, and Adult In-patient Mental Health and Learning Disabilities Services are directly managed by NHS Tayside.

- Perth and Kinross H&SCP is the host for Prisoner Healthcare services.
- Angus, Dundee, Perth and Kinross H&SCPs are responsible for planning and delivery of community Mental Health, learning disability and substance misuse services
- Dundee HSCP is the host for Clinical Psychology services.

Health and Social Care Partnerships and the NHS work together with all partner agencies, voluntary and third sector providers to provide coordinated models of mental and physical health and social care.

The budget associated to Mental Health in NHS Tayside is circa £78m, with approximately 1700 wte staff.

#### 4 Organisational Chart



#### 5 Role of Department

Mental Health services and senior leaders within the service have the primary accountability to oversee the delivery of mental healthcare services in Tayside.

Leading the delivery of mental healthcare in NHS Tayside, whilst driving the Tayside development of a shared vision, Mental Health strategy and the effective implementation of all plans to achieve the recommendations in the Trust and Respect report.



Directing and delivering plans to strengthen the modern, integrated, focused delivery of mental health services, with particular emphasis on a model of care and a service configuration that delivers improved access to supports, care, treatment, recovery and intervention in the most appropriate setting, working with other system leaders to shift the focus towards prevention and early intervention, streamlined urgent and crisis care, providing the necessary trust, respect, leadership and culture to ensure a progressive delivery of services.

To ensure the effective co-ordination of pathways of care to deliver equitable access to a range of mental health and well-being services for people who require them. Emphasise co-production in developing new models of care that strategically shift health and care interventions to the most appropriate setting.

Provide leadership to realign resources with delivery of sustainable, effective and person-centred services.

## **6 Key Result Areas**

1. Direct the development and delivery of high quality mental health services that build public confidence in mental health services in Tayside.
2. On behalf of the Chief Executive lead and develop Tayside Mental Health and Wellbeing Strategy and other commissioned work.
3. Deliver all Trust and Respect recommendations under the portfolio of this role.
4. As Executive Lead develop a shared strategic vision, system wide programme of work with associated implementation plans to strengthen the delivery of mental health services, with particular emphasis on person focused integrated services where all partners implement evidence-based best practice models of care.
5. Lead the direction of change with partners to ensure a progressive realignment of services to support effective delivery of care based in primary and community services supported by third sector partners with patients only having care within secondary care where totally necessary. This will require authority, credibility and a depth of experience of leading complex change and implementing whole systems change and improvement, new models of care which facilitate the provision of care outside hospital settings and closer to people's homes and an ability to lead collaborations of services provided within general practice, primary care, and community care.
6. Provide strategic advice to the Board on all issues relating to mental health services, and act as senior advisor to the Board with respect to mental health legislation.

7. Acting as a focal point for Board Governance and other local and national committees, both internally and externally, in relation to the delivery of Mental Health Services, including local authority, justice agencies and other sector partners.
8. Support and work with NHS Tayside Medical and Nurse Directors to ensure the highest standards of clinical governance relating to mental health services is achieved.
9. Provide leadership on large scale change/transformation, improvement programmes and projects, evaluation and ensure the involvement of patients / service users, families and carers in providing high quality person centred care.
10. Direct and drive improvements in operational and professional leaders, so that clinical and non-clinical managers are supported in the management and development of services and staff to meet existing and future mental health service priorities and development of robust high-quality local services that minimise the need for out of area treatment.
11. Direct the delivery of key initiatives and change programmes under the 'Mental Health Strategy 2017-2027', Tayside Mental Health and Wellbeing Programme (Whole Systems Change and Strategy) to ensure that these are delivered in accordance with agreed requirements realising the effective co-ordination of people, resources and talent across mental health services, and other support services such as IT, e-health, business intelligence, finance and human resources that need to drive and deliver change to achieve the recommendations of Trust and Respect.
12. Directly lead senior mental health service leaders and staff, aligned to Integration Joint Boards Strategic Commissioning Plans to ensure effective service delivery and performance of mental health services.
13. Participate in national and other forums in order to ensure a strong Tayside Mental Health Board voice and promote the sharing and dissemination of information, research and best practice internationally to support the Tayside to modernise and transform clinical services, workforce and investment planning for future service provision.
14. Ensure effective financial management is in place for mental health services, avoiding waste and unwarranted variation and exercise stewardship and accountability over resources, ensuring clear lines of accountability and that all relevant staff are managed, supervised and trained appropriately with regard to safe and progressive clinical services.
15. Interact with the Scottish Government and other external bodies such as the Mental Welfare Commission and the Ombudsman.

## **7 Assignment and Review Work**

The post is accountable to the NHS Tayside Board Chief Executive, works autonomously, with delegated authority to deliver the objectives of the role and is responsible for providing robust governance, and leadership on strategic direction and operational performance against Key Performance Indicators for the mental health division.

The post holder works under broad direction, within the parameters of Government priorities and national policies for mental health services. The post also operates within the NHS Tayside strategic framework, and also contributes corporately as a member of the Executive Leadership Team of the Board.

The Board Chief Executive undertakes review of performance of the post holder through the agreement of performance objectives and individual performance appraisal. Formal appraisal is undertaken by the Chief Executive annually, and through regular reviews of objectives, and progress on major developments on an ongoing basis.

## **8 Communications and Working Relationships**

This role is required to regularly work with Board level colleagues in NHS Tayside and the 3 Tayside Councils, delivering key performance indicators and liaising on whole-system delivery issues.

In addition to regularly communicating with the NHS Tayside Board Chief Executive, and through commissioned work the following are key working relationships:

- Liaison and negotiation with Scottish Government Departments, Senior Officers in NHS Scotland, National Health Boards and on a range of highly complex service issues.
- Regular communication with a wide range of clinical and non-clinical staff across Tayside, using a high degree of emotional intelligence borne from similar level experience elsewhere and appropriate managerial qualification, whilst working with tact and persuasion and an awareness of any political or contentious sensitivity.
- Devise and develop formal presentations to the Board on issues which clearly convey key concepts with the aim of persuading the Board to take a course of action that may have far reaching consequences.

- Use of excellent communication skills and highly developed influencing skills, and through strong presentation skills be able to express views on highly complex clinical and operational matters convincingly and coherently, both verbally and in writing.
- Regular contact with senior clinical and non-clinical budget managers on a wide range of service policy and delivery matters, where there may be limited information or resources and the need to take actions which are difficult and may, in some areas, be perceived to be unpalatable.
- Negotiating with senior management of other NHS and external organisations (*e.g. Universities, Local Authorities, Integration Joint Boards, Voluntary Sector, Charities, Private Finance providers*), including negotiation of service delivery agreements and service specifications where no precedents exist.
- Preparation of Mental Health responses to MSP's and others questions and queries under the Freedom of Information Act including having an awareness of any political or contentious sensitivities.

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

- Management and handling of sensitive subjects alongside colleagues in Police Scotland, Scottish Ambulance Service, Family members, Carers and at times the Press.
- Working with the complexities of mental health services, conditions, and unpredictable nature of circumstances that can arise due to the needs of the patient/client group.
- Often working virtually, due to Covid-19, whilst working with autonomy for delivery of leading services within and across the Mental Health and across organisational boundaries to ensure close collaboration with all key partners.
- Persuading and influencing senior clinical staff to accept ownership and delivery of key service changes, including all recommendations within Trust and Respect.
- Taking the lead role in complex modelling, service design and service change issues where no precedent exists and developing meaningful analysis from sometimes incomplete information.
- Securing agreement with Board Members, Senior Managerial and Clinical staff on the re-prioritisation of workload and changing staff resource deployment to secure highest possible high quality of service in light of the challenges posed by the economic climate
- Explaining multi-faceted and highly complex service issues in a clear way to a range of staff, service users and outside agencies from a range of disparate professional backgrounds.
- Providing strong dependable high quality strategic leadership across mental health services and gaining commitment to develop person-focused health and social care

integration alongside managing a complex portfolio that requires effective and rapid decision making aligning with corporate objectives.

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

The post holder will:

- Educated to graduate or post graduate or equivalent experience.
- Strong evidence of similar experience in a comparable operational role.
- Demonstrate extensive executive level or senior management experience with a proven track record of success within a complex multi-organisational role, dealing with complexity of system change across boundaries and the health economy.
- Experience of primary care, community services and secondary care leadership would be advantageous as would experience of directing large programmes of work successfully across boundaries.
- Experience of leading in another health service outside NHS Scotland would be advantageous.
- Demonstrate evidence of ongoing commitment to Continuing Professional Development.
- Significant experience of leading change in complex long term conditions such as mental health and evidence of strong partnership working with Local Authorities and other key partner organisations, together with a demonstrable track record of multi-agency leadership and strategic planning with comprehensive understanding of regulatory functions.
- A record of achievement in managing change within a complex organisation.
- Demonstrate a high level of interpersonal, planning and technical skills, combined with a supportive and visible leadership style.
- Professional and personal credibility to earn the confidence and respect necessary to motivate and inspire staff facing work pressures and competing demands, and to effectively lead and deliver major change programmes across Mental Health Division.
- Demonstrate the skills and aptitude to develop a culture that encourages initiative, individual and team excellence, strong self-responsibility and open clean language communication.

## Person Specification

Job Title: Director of Mental Health Services
Location: NHS Tayside

CRITERIA	ESSENTIAL	DESIRABLE	METHOD OF EVALUATION
<b>1. QUALIFICATIONS:</b>	Be educated to master's level or evidence equivalent experience and have undertaken relevant postgraduate course(s).	Bachelor's, master's, or doctoral degree in psychiatry, psychology or related Mental Health, Degree/ Qualification  Quality Improvement Credentials, Experience and Capability	CV/Interview
<b>2. EXPERIENCE:</b>	Demonstrate extensive senior strategic and operational experience with an evidenced track record of success within a complex organisation.	Have a significant breadth of experience and knowledge working at a senior and/or executive level in a mental health specialty/discipline	CV/Interview
<b>3. KNOWLEDGE &amp; SKILLS:</b>	Demonstrate evidence of ongoing commitment to Continuing Professional Development. Knowledge and skills of Strategic planning, capacity building, organisational development	Knowledge of Improvement Methodologies	CV/Interview/ References
<b>4. TEACHING</b>	Ability to provide mentorship and coaching to wide range of clinical and non clinical staff  Demonstrate a high level of interpersonal, planning and technical skills, combined with	Executive Coach Training	CV/Interview/ References

	a supportive and visible leadership style.		
<b>5. RESEARCH &amp; AUDIT</b>	A record of achievement in managing change within a complex organisation and use of evidence, QI, Audit and research to inform and influence major service change		CV/Interview
<b>6. MANAGEMENT</b>	Significant experience of working within the public sector, local government, health/social care and be able to demonstrate partnership working with multiple organisations, together with a demonstrable track record of complex strategic planning and comprehensive understanding of regulatory functions.	Significant experience of working within the mental health field in the past 5 years	Interview/ References
<b>7. OTHER:</b>  (eg travel across Tayside)	Contribute to the NHS Tayside Executive On Call Rota		Interview

## Summary of Conditions of Service

### Director of Mental Health & Learning Disabilities

#### General

The post is subject to NHS Scotland Terms and Conditions of Service and NHS Tayside's employment policies.

#### Remuneration

Executive and Senior Manager salary: c£90,000 per annum (currently under review). Entry point on the salary scale will take account of previous experience. Performance management arrangements and pay progression are subject to direction by the Scottish Ministers as set out in NHS HDL (2007)15 and guidance from the Scottish Government Health Directorate.

#### Hours of work

This post is full-time. Staff holding executive office should be prepared to work such hours as are necessary for the full performance of their duties and responsibilities.

#### Annual leave

Candidates on a consultant contract will be entitled to 6 weeks annual leave plus 10 public holidays.

Candidates on a Senior Manager contract will be entitled to (including public holidays) on appointment 35 days; upon completion of 5 years NHS service 37 days; and after 10 years NHS service 41 days. The leave year is from 1st April – 31st March.

Part time staff will receive a pro-rata entitlement for annual leave and public holidays combined.

#### Pension scheme

The appointment is superannuable under the NHS (Scotland) Superannuable Scheme, unless you opt out in favour of some other scheme or are ineligible to join. Your remuneration will be subject to deduction of superannuable contributions in accordance with the scheme. Costs and contributions as well as benefits are available on the SPPA website: [www.sppa.gov.uk](http://www.sppa.gov.uk). NHS Tayside encourages staff to join the scheme.



## **Sick pay**

Sickness allowance depends on the length of continuous service and is on a scale ranging from one month's full pay plus two months' half pay during the first year of service, up to six months' full pay plus six months' half pay after completing five years of service.

## **Relocation**

Relocation expenses may be payable to the successful candidate in accordance with the Board's policy. NHS Tayside will pay up to £8,000 towards removal expenses.

## **Induction**

NHS Tayside will work in conjunction with national, regional and local colleagues to provide a bespoke development package for the successful candidate.

## How to Apply

NHS Tayside encourages applications from all sections of the community. We promote a culture of inclusion across the organisation and are proud of the diverse workforce we have.

We hope the information we have provided will encourage you to find out more about this opportunity.

To access the full candidate information, application form and details of how to apply, please visit the Aspen People website

Applications consist of supplying 2 x documents to NHS Tayside:

- a completed NHS Scotland Application Form.
- a supporting document – “Record of Achievement” – describing three work streams/projects you have been involved with in your current or most recent role. You should detail your specific role, the objective, the measure of success and the experience gained. No more than 500 words should be used per achievement.

The closing date for receipt of applications is **26 October 2020**

The completed Application Form and Record of Achievement should be returned via email to [KGall@aspenpeople.co.uk](mailto:KGall@aspenpeople.co.uk) – if you have any issues please contact Katy Gall at Aspen People on 0141 212 7555. If you do not receive an acknowledgment within 24 hours please contact Katy Gall.

Thank you for your interest in working for NHS Tayside.

## Contact Us

We would welcome confidential informal discussions – to arrange a suitable date or time, please contact the Chief Executive’s Office on 01382 740115 or e-mail [chiefexec.tayside@nhs.scot](mailto:chiefexec.tayside@nhs.scot)