

Vision | Openness | Integrity | Compassion | Excellence



Bolton
NHS Foundation Trust

Candidate pack

Divisional Medical Director

Integrated Community Services Division



Improving care,
transforming lives...for a **better** Bolton

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Welcome from our Medical Director

Thank you for taking the time to consider this post of Divisional Medical Director. I feel the post offers an exciting and unique opportunity to further develop and refine high level clinical leadership skills, during an exciting phase as we launch our new Trust Strategy for 2024-2029 with a clear vision to improve care and transform lives in Bolton.

I am therefore looking for an experienced and innovative clinical leader who is committed to further leadership development and can also work effectively with me and the Divisional Medical Director team to achieve the duties set out on in the Job Description.

The post is for a three year period, and the time requirement is four Programmed Activities per week.

Applications are requested by sending me, by e-mail, a CV supported by a statement of no more than one side of A4 outlining your vision for the job and what qualities you have to make the most of the post. Interviews will be held at a date to be announced, and a presentation on a pre-determined topic will be required. Applicants will be required to complete a Wave questionnaire to aid identification of strengths and areas for development.

If you are interested in the role and wish to find out more about this opportunity I would encourage you to firstly discuss the role with both the Divisional Director of Operations for the Division and also myself.

Best wishes and I look forward to hearing from you.

Dr Francis Andrews
Medical Director



About us

We have a long and proud history of caring for generations of local people and can trace our roots all the way back to 1814 with the first hospital in Bolton – the Bolton Dispensary in the town centre.

Bolton NHS Foundation Trust was formed in 2008 and, in 2011, we became an integrated provider with community health services joining the trust. Covering a catchment area that also incorporates parts of Bury, Wigan and Salford, we deliver hospital and community based services from the Royal Bolton Hospital in Farnworth and from 20 health centres across Bolton, to a catchment population of 320,000 people.

The Royal Bolton Hospital is a major hub within Greater Manchester for women's

and children's services and is the busiest single ambulance-receiving site in Greater Manchester. We're structured into five operating divisions – Family Care, Acute Adult, Integrated Community Services, Anaesthetics and Surgical and Diagnostic and Support Services and are led by a Board of Directors. As an NHS Foundation Trust we're accountable to our members and have a Council of Governors to represent the views of patients, public, staff and partners.

Buildings, names and models of care have changed over the centuries, but one thing has remained constant and is prevalent among our 6,900+ staff members: the enduring commitment to providing the best health and care for the people of Bolton.

About Bolton

Bolton is situated in an enviable location within Greater Manchester – just 12 miles to the City of Manchester and 20 miles from Manchester Airport. With two direct train lines into Manchester as well as excellent motorway links it's a well-connected borough, with good travel distances to Liverpool, the west Lancashire coastline and the Lake District to the north. But as well as facing into Manchester, we face out to moorland and the scenic west Pennine moors - nowhere in Bolton is more than a few minutes from open green space, which makes it an attractive and popular place to live.

Bolton is a vibrant, welcoming place to live and work or visit. The town centre has seen a range of physical developments in the last few years, with £260m of public

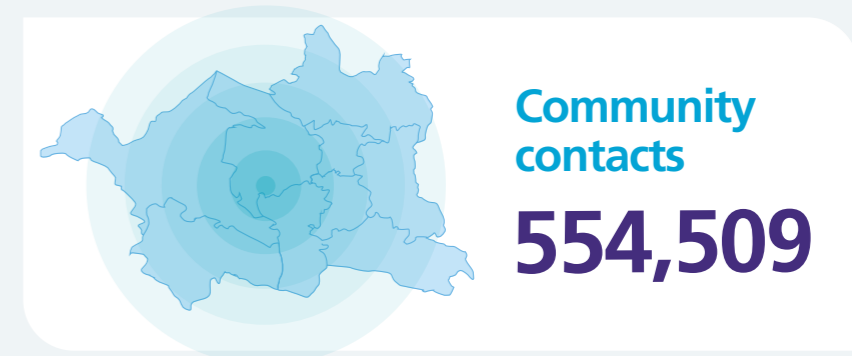
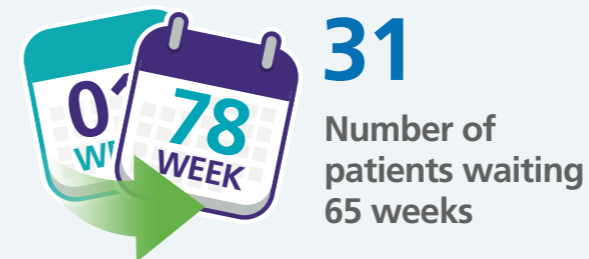
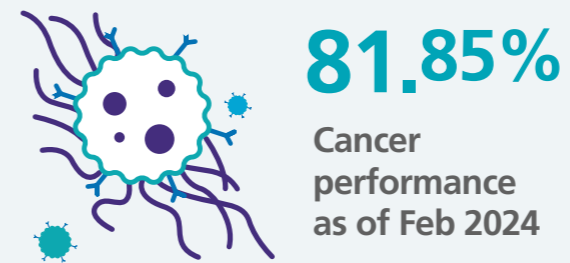
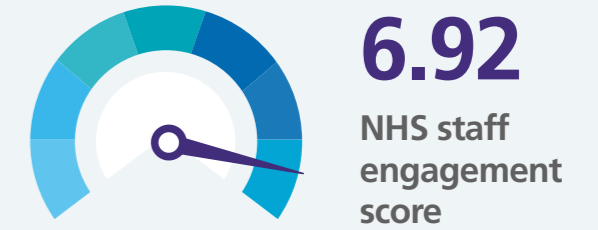
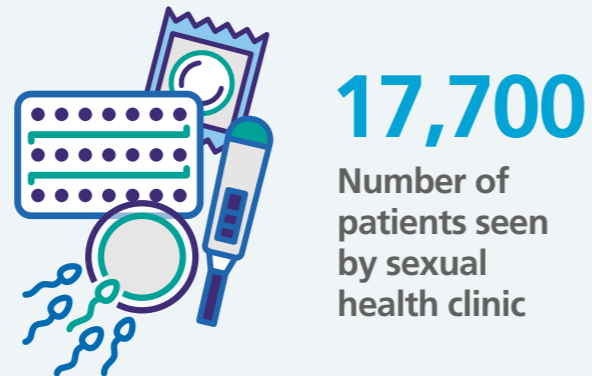
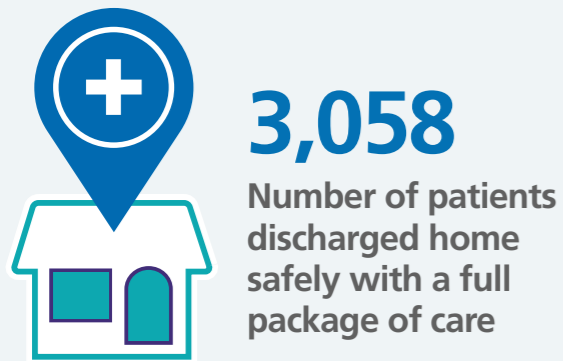
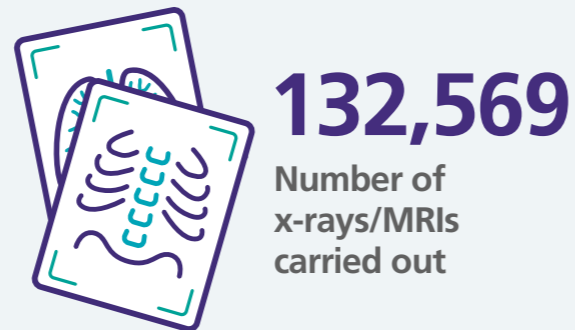
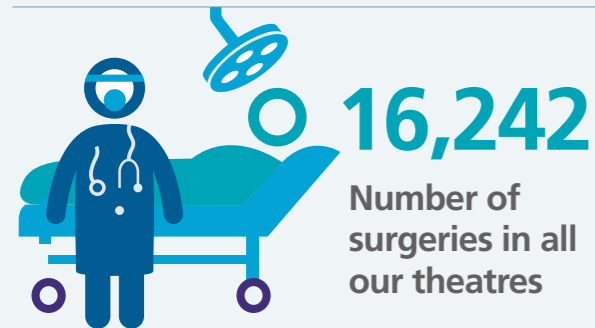
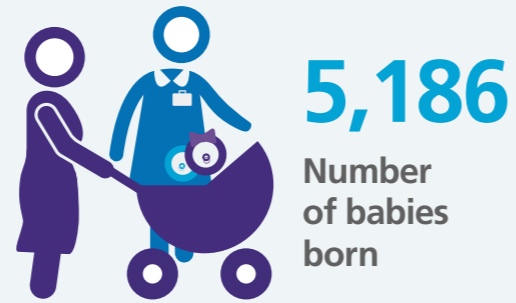
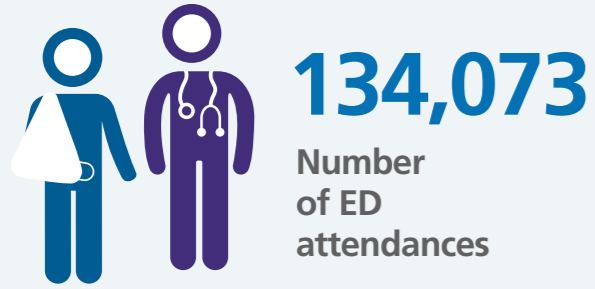
and private sector investment across a range of sites, including a £40m state-of-the-art Transport Interchange. Bolton has an excellent, well established town centre with shops, restaurants, bars and pubs, theatre, museums, gyms and other leisure facilities and has an enviable programme of events. To find out more please visit: www.bolton.gov.uk/website/Pages/Visitors.aspx

House prices are very competitive and there is a wide range of **excellent schools**

The **Middlebrook** shopping development is only 7 miles from our hospital site and is one of the largest integrated leisure, sports and retail schemes in the country. The iconic Toughsheet Community Stadium, home to our local football club lies at its heart.



Our year in numbers 2023-2024



Our strategy

Improving care, transforming lives...for a better Bolton

Ambition 1

Improving care, transforming lives

We will deliver high quality care through a focus on safe and effective systems and processes, and make sure that everyone has a positive experience of our care. We will work to improve people's health, to transform the lives and outcomes of the people of Bolton.

Improving safety, effectiveness & experience

Innovating & collaborating for the future

Playing our part in improving health

Ambition 2

A great place to work

We will invest in our staff and support them to develop their skills so they are able to provide the best care. Our workforce will feel a sense of belonging and be reflective of our communities.

Improving staff experience

Unlocking our potential

Reflecting our population

Ambition 3

A high performing, productive organisation

We will make the best use of our resources and identify opportunities to innovate, develop research and continually evolve so that we can be the best we can possibly be, both now, and in the future.

Improving access to our services

Being efficient and productive

Delivering financial sustainability

Ambition 4

An organisation that's fit for the future

We will make sure that we have the right infrastructure and technology to allow our systems to work seamlessly, and our buildings will enable us to provide the best care. We will look for opportunities to reduce the impact we have on the environment.

Being digitally enabled & inclusive

Improving our estate

Proactively planning for the future

Ambition 5

A positive partner

We will embrace and build on the partnerships we have with our communities and organisations in Bolton and across Greater Manchester, and to improve Developing our neighbourhoods

Developing our neighbourhoods

Working as one team

Partnering for local benefit

The Bolton VOICE Our values

Our Trust values demonstrate the beliefs that underpin the way we work together and with patients

Our values drive what we do to help us carry out our day-to-day roles and to deliver our ambitions in a way that puts patient safety and care first.

Vision

- We have a plan that will deliver excellent healthcare for future generations, working collaboratively towards sustainability.
- We make decisions that are best for long-term health & social care outcomes for our communities

Openness

- We communicate clearly to our patients, families and our staff, with transparency and honesty
- We encourage feedback from everyone to help drive innovation and improvements

Integrity

- We demonstrate fairness, respect and empathy in our interactions with people
- We take responsibility for our actions, speaking out and learning from any mistakes

Compassion

- We take a person-centred approach in all our interactions with patients, families and our staff
- We provide compassionate care and demonstrate understanding to everyone

Excellence

- We put quality and safety at the heart of all our services and processes
- We continuously improve our standards of healthcare with the patient in mind



Role profile: Integrated Community Services Divisional Medical Director

We are seeking an ambitious, forward thinking, clinical leader who can help us to continue our improvement journey in the Integrated Community Services Division (ICSD).

ICSD has 890 staff and provides 45 different services in Bolton, including Admission Avoidance, Integrated Discharge, District Nursing, Physiotherapy, Occupational Therapy, Speech and Language Therapy, Dietetics and Podiatry. We also have Consultant led medical services for Endocrinology, Diabetes, Rheumatology Neurology, Palliative Care and Stroke. These services are for adults 18 years of age or older, and are delivered in a range of settings across the community in Bolton as well as at the Royal Bolton Hospital site. The annual budget for ICSD is £46M per annum.

Our vision is to improve care and transform lives, to do this we have identified that we need to be a positive partner and engage meaningfully with organisations and the people that live in Bolton.

In ICSD we have launched neighbourhood working with our colleagues at Bolton Council, this has created six co-located and aligned Neighbourhood teams of District Nurses, Therapists, Social Workers and other multi-disciplinary professions. A priority for this role will be developing

this neighbourhood model further for the benefit of patients, and in particular strengthening its alignment to primary care and multidisciplinary working with GPs. Clinical leadership is needed to work with partners in primary care to release the potential of the neighbourhood model to address population health inequalities.

Access to urgent and emergency care remains a significant national challenge in the NHS, and a key improvement priority for Bolton. In ICSD our work on admission avoidance and discharge planning with Council partners is absolutely pivotal to ensuring that Bolton patients have timely access to, and have a good experience of using our Emergency Department. Clinical leadership is required from this role to develop these pathways of care further with other clinicians and partners, particularly given the challenging national targets that now exist for two-hour urgent crisis response, and virtual wards. The development of a Transfer of Care Hub for Bolton, and the planned review of our Intermediate Care Bed Base are also areas of work that would benefit from the insight of a skilled, experienced medical leader.

Elective recovery is also a top priority within the NHS, there are some significant wait times to access elective services right across the country. Within ICSD we are working hard with our medically led specialties to address wait



times, and while we are having success, we have a long way to go before we return to pre-pandemic access standards for patients. It will be a priority for this role to work alongside our divisional team in a service improvement capacity to address these issues.

We are seeking a clinical leader who aligns to the vision and values of Bolton NHS Foundation Trust, and who can contribute to the delivery of our strategic objectives. This role will require the clinical leadership within the division and in collaboration with the other Divisional Medical Directors to align with and deliver the priorities of the clinical strategy within the division and beyond.

For a more detailed conversation about the division, our work and the role of the Divisional Medical Director in this context please contact:

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of Operations ICSD

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Job Description

1. **Job title** Divisional Medical Director
2. **Location** Bolton NHS Foundation Trust
3. **Base** Royal Bolton Hospital
4. **Salary** Divisional Medical Director
5. **Job Plan** 4 PAs.
6. **Professionally accountable to:** Medical Director
7. **Operationally accountable Reporting to:** Divisional Director of Operations
8. **Key working relationships**

Medical Director, Executive Directors, Divisional Medical Directors, Divisional Nurse Directors, Operations Directors, Governance Leads, Trust Chair and Non-Executive Directors, Clinical Directors, Chief Clinical Information Officer, Information Governance Team, External Organisations as required

9. Summary of the Divisional Medical Director role

The Divisional Medical Director will be employed by Bolton NHS FT and work with the Divisional Director of Operations and Divisional Nurse Director as a triumvirate to lead the Division. This will involve excellence in clinical leadership, and responsibility and accountability over a number of performance domains. These include strategic development, clinical quality and safety, financial efficiency, productivity, appraisal and job planning, interpersonal team management, as well as adherence to corporate and trust policies, values and strategic direction. The role will lead / support all aspects of the Division's functions jointly with the senior Divisional Team, and outputs/outcomes will be measured against the 4 areas of the Integrated Performance Management (IPM) Framework (Quality and Governance, Performance, Finance and HR). A key aspect will be to work across boundaries, including external stakeholders where necessary to achieve required outcomes. You will retain at least 1.5 SPA and the expectation is to reduce clinical activity DCC in order to accommodate the clinical management PAs. The Trust wishes to promote leadership work/life balance and a maximum of 13PA will be remunerated. Involvement in the Tier 2 management on call is not expected. The reporting and accountability framework is shown in Appendix A.

10. Leadership qualities

As a senior experienced clinical leader, you will be expected to work and further develop within 9 key domains of leadership which are based upon the NHS leadership academy model. These are:

- Inspiring a shared purpose
- Leading with care
- Evaluating information
- Connecting our service
- Sharing the vision
- Engaging the team
- Holding to account
- Developing capability
- Influencing for results

11. Specific responsibilities

i. People and Personal Leadership

- Provide strong and effective leadership by inspiring others with clear strategic vision and direction for the workforce.
- Champion learning and capability development within the divisional team members.
- To create an effective, high performing divisional team, building effective working relationships with the Divisional Director of Operations and all other members of the team.
- To lead effective communications within the division, ensuring that staff are regularly briefed on developments and have the opportunity to contribute their views to the development of the division's plans.
- To set a personal example in articulating, role modelling and delivering the Trust's performance management culture.
- To seek feedback on personal performance, engage in self and peer assessment and take part in Trust leadership development activities.
- To identify, encourage and develop the potential of staff in clinical leadership, research and education in the division.
- Encourage transparent and open communication style between teams and senior leadership.
- Hold teams and clinical directors/leads to account for performance and delivery; supporting them to take responsibility for results and providing balanced feedback
- Create a caring and safe environment which encourages effective teamwork and motivates individuals to be high performers.

ii. Safety and Quality Leadership

Working with the Divisional Nurse Director and Divisional Team:

- Demonstrate and promote a commitment to continuous improvement of high quality patient care in all aspects of work.
- Work collaboratively to ensure that clinical incidents are managed in a timely way within and across divisions and analysed to identify underlying themes and trends.
- Ensure that complaints are managed in a timely way within divisions, where necessary intervening personally to make sure patients receive adequate redress.
- Use all appropriate means to ensure that patients and carers are actively consulted on current service delivery and future plans.
- Make sure that safety, quality and patient experience is properly reflected in the performance scorecard, performance management processes and in the review of the performance of individual members of staff.
- Take final accountability for the investigation of serious incidents, identifying learning and implementation of action points emerging from the reports.

Additionally, work with the Medical Director, other Divisional Medical Directors and the Governance teams on safety and quality initiatives.

iii. Service Leadership

- To set the division's clinical strategy, in alignment with the Trust's strategy, vision and objectives.
- To take into account the views and needs of internal and external stakeholders, with local and national networks and with other divisions in areas of joint interest.
- To agree clear performance goals and quality indicators for the division, including individual specialties and clinical leads
- To ensure that the division is properly briefed on clinical and related issues and developments elsewhere within and outside the trust that may impact the division
- To articulate the case for service change, motivate staff and to lead personally, implementation of agreed high level plans.
- To ensure that the division uses service line management tools and techniques in managing its business, and that staff are properly trained and supported.
- To take accountability, with the Divisional Nurse Director and Divisional Director of Operations, for the development and delivery of plans agreed through the annual planning round and strategic reviews, including financial and operational plans and service developments.

- Challenge conventional approaches to drive forward change, demonstrating a commitment to creating a learning organisation culture delivering continuous improvement.

iv. Collaborative Leadership

- Deciding the best way on how to have a positive impact on the team members.
- To work collaboratively with other divisions and corporate functions, contributing as appropriate to the work of others, recognising their passions and concerns.
- To work with other members of the division in communicating effectively with and engaging external partners, including GPs, commissioners and patient representative groups.
- To collaborate fully, openly and honestly with regulatory / supervisory bodies.
- Take the lead in establishing and maintaining constructive and fruitful working relationships with all members of the health community, fostering a strong culture of partnership working.
- Develop effective external contacts and relationships to ensure that the Trust is best placed to benefit from best practice networks.

v. Clinical management responsibilities

- To provide clear and consistent clinical leadership of the Division
- To offer support and challenge to clinical directors/clinical leads to ensure that directorates are fulfilling their responsibilities with respect to IPM requirements.
- To agree, in conjunction with the DDO and DND, Clinical Director SMART objectives and monitor their progress through the medical manager appraisal process
- To ensure that the Division supports consultants and SAS doctors, personally and in terms of resources, in their ultimate and continuing responsibility for patients under their care and professional obligations.
- Ensure that overall the division achieves annual medical job planning and appraisal requirements to the required standard and in a timely manner.
- To ensure that the division is managing all medical staff sickness appropriately and to monitor overall performance.
- To ensure that issues around educational commitments for doctors in training are being managed appropriately.
- To ensure that research carried out within the Division is carried out in accordance with current legislation.

- To manage more complex concerns around individual and groups of medical staff performance and issues with appropriate human resources support.
- To provide advice on clinical excellence awards to eligible clinical staff where requested and to ensure that the process is fair and consistent within directorates.
- To ensure that the medical director is kept briefed on relevant clinical management issues

vi. Finance

The Division has access to all income and costs related to the activity within its clinical services. The Divisional Medical Director is expected to work with the Divisional Director of Operations who is required to:

- Manage within the agreed financial control limits.
- Provide strategic and operational leadership across the Division to improve and strengthen the contribution of service areas to the Trust's finances.
- Be responsible and accountable for the delivery of services within or below financial control totals and ensuring value for money and ensuring patient choice income supports the capacity established within the organisation.
- Maximise the opportunities for efficient delivery of services across the hospital and community services.
- Establish effective relations with key stakeholders, especially primary care practice commissioners
- Proactively manage the interface between primary and secondary care with effective and clear patient care pathways.
- Work with the Chief Operating Officer and Director of Finance, ensure robust processes (at service level) are in place to agree organisation capacity, financial and activity targets for the current year and in outline for three years forward.
- Ensure value for money and audit recommendations are implemented and achieved.
- Lead and support Divisional Leaders and Lead Clinicians to manage within their allocated financial control totals.

12. Performance review

Objectives for the post will be the subject of overall agreement and regular review between the post holder and Medical Director

13. Summary

This Job Profile is an outline of the key tasks and responsibilities of the Divisional Medical Director and is not intended as an exhaustive list. The job may change over

time to reflect the changing needs of the Trust and its services, as well as the personal development needs of the post holder.

14. Standard Trust clauses

Health, Safety and Security

All employees have a duty to report any accidents, complaints, defects in equipment, near misses and untoward incidents, following Trust procedure.

To ensure that Health and Safety legislation is complied with at all times, including COSHH, Workplace Risk Assessment and Control of Infection.

Confidentiality

Working within the trust you may gain knowledge of confidential matters which may include personal and medical information about patients and staff. Such information must be considered strictly confidential and must not be discussed or disclosed. Failure to observe this confidentiality could lead to disciplinary action being taken against you.

Codes of Conduct and Accountability

You are expected to comply with relevant Trust codes of conduct and accountability

Infection Prevention and Control

You must comply with all relevant policies, procedures and training on infection prevention and control.

Safeguarding Children and Vulnerable Adults

You must comply with all relevant policies, procedures and training on safeguarding and promoting the welfare of children and vulnerable adults.

Valuing Diversity and Promoting Equality

You must comply with all relevant policies, procedures and training on valuing diversity and promoting equality.

Training

Managers are required to take responsibility for their own and their staff's development.

All employees have a duty to attend all mandatory training sessions as required by the Trust.

General

Any other general requirements as appropriate to the post and location.

Person Specification: Divisional Medical Director

Factors	Essential	Desirable	Method of assessment
Qualification and experience	Medically qualified consultant, or General Practitioner, with experience of working in a NHS organisation		CV
	Registered with GMC/GDC		CV
	Evidence of continuing professional development	Evidence of Medical leadership professional development	CV
Attitudes and behaviours	A commitment to working for the NHS		interview
	Upholding the guiding principles and values of the NHS constitution through personal behaviour		interview
	Commitment to supporting patients and carers		interview
	Willingness to challenge and support colleagues to uphold the behavioural standards of the trust		interview
	Willingness to understand the strengths and weaknesses of teams and provide a caring and safe environment to enable them to achieve goals		interview
	Commitment to self-improvement by identifying development needs		interview
Knowledge and experience	Clinical Leads or equivalent, experience	Divisional medical director experience	CV
	Track record of successful and sustained medical management	Demonstrable experience of creating a culture of high-performance	CV, interview

Factors	Essential	Desirable	Method of assessment
Knowledge and experience	Knowledge and experience of clinical governance		CV, interview
	Experience of service innovation and development		CV, interview
	Good understanding of national targets and performance management methodology		CV, interview
	Understanding how health and social care services need to work together, connect and interact.		CV, interview
	Understanding and appreciation of current medical workforce issues		CV, interview
	Demonstrable experience in leading change management processes with successful outcomes whilst maintaining key performance indicators	Involvement in the transformation and integration of services across pathways to achieve improved outcomes for patients and service users, increase productivity & reduce costs.	
Knowledge and experience	Evidence of delivering strategic outcomes for patients		CV, interview
	Understanding and application of principles and practice of Clinical Governance, Clinical Effectiveness and Clinical Audit	Previous experience in information governance	CV, interview
	Ability to analyse highly complex organisational problems and develop and implement workable solutions		CV, interview
	Ability to have a positive impact on others, build relationships, persuade and collaborate		CV, interview
	Involve and make individuals feel valued for their contributions in improving outcomes		CV, interview

Factors	Essential	Desirable	Method of assessment
Knowledge and experience	Evaluation of different types of information and evidence bases to synthesise new ideas and underpin change for improvement		CV, interview
	Ability to motivate and inspire others to develop capability and learning to achieve results in challenging conditions		CV, interview
	Understanding of the role of management and clinical contribution to delivery of strategic vision		CV, interview
	Agreeing performance goals and quality indicators and supporting individuals and teams to take responsibility for results		CV, interview
	Ability to work under pressure and to deadlines		CV, interview
	High degree of analytical skills and report writing		CV, interview
	Self-awareness of leadership behaviours		CV, interview
	Excellent communication, interpersonal, negotiating and influencing skills		CV, interview
	Creation of a credible future vision that engages colleagues		CV, interview
	Ability to manage challenging conversations and provide constructive feedback to peers.		CV, interview

Divisional Management Team Structure



Vision | Openness | Integrity | Compassion | Excellence



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www.boltonft.nhs.uk

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