

Executive Director of Service Delivery

Job Description and Person Specification

February 2023

BEFORE YOU ENTER THIS DOCUMENT A FEW POINTERS:

- **If you are a ‘heroic’ type leader then this role is probably not for you – I’m sure your super-powers will be useful somewhere else.**
- **If you like variety, and are equally as focused on what makes colleagues tick as well as getting the job done, and**
- **If you are inquisitive, like the idea of making a difference, and are an empowering leader.....**

then please proceed.....



Drive Service Strategy Delivery



Successful Growth



CQC from Good to Outstanding



Maximise Operational Performance



Develop Workforce Planning & Strategy



Make us Employer of Choice



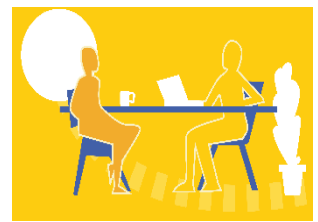
What we want from an Executive Director of Service Delivery



Embed Personalised Care & Tackle Health Inequalities



Effective Clinical Governance & Leadership



Drive a positive culture and lead by example

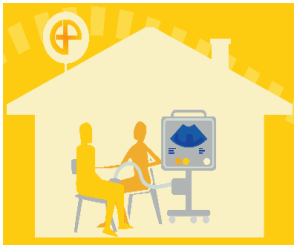


Proactive Stakeholder Management



Collegiate Board member driving Strategic aims

Alternative Job Description: Details of a Fantastic Role



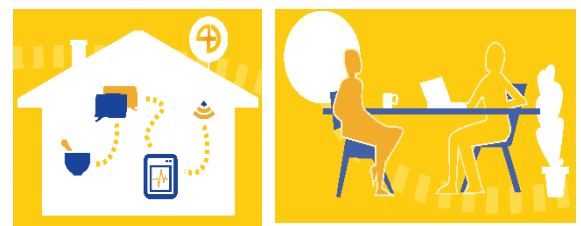
Maximise Operational Performance

Proud of our delivery and reputation

- Ensure effective monitoring and proactive management of performance against contractual targets
- Ensure that KPIs are relevant – working with Commissioners to ensure we are measuring outcomes and experience and not just ‘bean counting’
- Improve performance without putting colleagues off through rigid adoption of Lean methodology or needing to become a Black Belt in 6 Sigma
- Build our reputation as a ‘can do’ organisation – in service delivery and innovative service models

Effective Clinical Governance & Clinical Leadership

- Chair our Patient Safety and Quality Improvement Committee and embed continuous learning and improvement
- Implement recommendations from the recent independent clinical and operational service delivery review
- Review and enhance clinical leadership arrangements across our services
- Support a culture of clinically led, operationally supported service delivery
- Be the best Safeguarding Lead; Caldicott Guardian and CQC Registered Manager that GP Care could wish for.



Effective Clinical Governance & Leadership



Successful Growth



Proactive Stakeholder Management

We have ambitions to Grow...as we aim to deliver more services to more people closer to home.

- Play a pivotal role in achieving organic growth through marketing and promotion (more of what we do) and realising opportunities to expand our service models
- Our strategic aims and service strategy cannot be delivered in isolation – we will deliver solutions in partnership – you will help the CEO and Board to enhance our partnership approach
- You will add impetus to our ambitions to expand and diversify our services as part of our service strategy – you will lead this with energy, drive and tenacity
- As part of the Executive Leadership Team you will help define ways of measuring progress towards delivering our strategic aims



CQC from Good to Outstanding

CQC from Good to Outstanding

- Ensure we have robust evidence to prove that we provide high quality services that make a difference to people’s lives
- Ensure that we follow evidenced based practice
- Develop a culture of continuous improvement throughout the organisation and the key characteristics of ‘Outstanding’ rated Organisations
- Achieve Outstanding in some domains in future inspections

Leadership in the service of others

- Play a critical role in successful delivery of GP Care’s 7 strategic aims working as part of a dynamic and aspirational Board
- Lead by example in a way that espouses the values of GP Care and ensure that ‘Aiming HIGH’ is embedded in all we do
- As a Board member, be prepared to take risks and work outside of your comfort zone which includes working beyond the realms of your portfolio – that’s what being a Board member is all about
- Ultimately, what we want is for you to lead in the service of others



Drive a positive culture and lead by example



Collegiate Board member driving Strategic aims



Make us Employer of Choice



Develop Workforce Planning & Strategy

We are our People – People before Process

- Look at creative ways of addressing workforce challenges – new roles; models of care - working in partnership with universities and other educational and research bodies
- Develop our Employee Value Propositions – targeted at attracting different staff groups – adopt ‘What Matters to You?’ for our staff, not just patients
- Design workforce models that we can push out to the market based on our ‘one stop’ approach to a range of acute specialties that could be delivered in the Community
- Revise and refine workforce policies and procedures in line with our ambitions to be the ‘Employer of Choice’



Embed Personalised Care & Tackle Health Inequalities

What we want to be known for

- You will embed a culture where we focus on what matters to our: patients; staff; commissioners and wider stakeholders
- We will not just deliver services that help tackle huge NHS waiting lists, but services that make a difference to tackling health inequalities
- You will help us live up to our name and provide ‘Great Patient Care’

Alternative Person Spec: What Type of Person do we really want?

Let's get the usual stuff out of the way.....

It's essential that you are a registered clinician (you could come from a nursing; medical; AHP or other clinical background).

You've not only had the social experience of being a student, perhaps living on beans on toast or pot noodles, but you actually gained some useful qualifications – a degree; post graduate qualification (leadership related would be fab) and a masters degree or equivalent level of experience. You may have amazed yourself that you gained these qualifications....and that is wonderful....but....



To be honest.....those qualifications get you past Go on the Monopoly Board but we're more interested in the type of person you are.

The things that we are keen to understand include how you lead, your behaviours, your ability to understand your impact on others, ability to operate at lots of different levels both internally and externally to the organisation and your level of political acumen. You must be able to laugh at yourself and having a good sense of humour would be great – though we won't be assessing your comic timing by telling a joke.

The picture below gives you a good idea of the types of traits we are looking for, many of which cannot be taught no matter how fabulous the educational institutions you have attended....

You're prepared to operate outside your comfort zone even if it feels 'awks'

You are not a glory hunter – you lead in the service of others

You look beyond the surface in any situation to really understand what's going on

You love to have fun at work and you are a 'radiator' rather than a 'drain'



You are a values based leader – and genuinely want to make a positive difference

You have a high level of emotional intelligence

You are not afraid to make mistakes or admit when you're wrong – your failures define you as much as your successes

You remain inquisitive; you are a flexible and lateral thinker and you think outside the box