

NHS Wales Health Collaborative	Ref: National Director for Mental Health – Job Description and Person Specification
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NHS Wales Health  
Collaborative

# National Director for Mental Health

## *Job Description and Person Specification*

<b>Job title</b>	National Director for Mental Health
<b>Grade</b>	AfC Band 9
<b>Status</b>	Full time, permanent
<b>Location</b>	To be agreed
<b>Reports to</b>	Director, NHS Wales Health Collaborative
<b>Accountable to</b>	Lead Chief Executive for Mental Health
<b>Liaises with</b>	<p>Senior Welsh Government officials, including policy and professional leads across relevant departments</p> <p>Chief executives, chairs and board members of NHS Wales health boards, trusts and special health authorities</p> <p>Directors of NHS Wales national bodies</p> <p>Senior officials in local government</p> <p>Senior leaders across the public sector in Wales</p> <p>Senior leaders of third sector organisations</p> <p>Children's Commissioner</p> <p>Older People's Commissioner</p> <p>Service users</p> <p>Relevant Royal Colleges and Professional Bodies</p> <p>Community Health Councils</p> <p>Experts Advisors</p> <p>Trade unions/representative bodies</p> <p>Media</p>

NHS Wales Health Collaborative	Ref: National Director for Mental Health – Job Description and Person Specification
--------------------------------	--

## 1 Job Purpose

The Director will be the national lead for the mental health programme of NHS Wales and will provide professional leadership to Welsh Government Ministers with the National chief executive mental health lead on matters relating to the delivery of the national programme. As such this post holds accountability and responsibility for one of the key national programmes for NHS Wales.

As part of the NHS Executive the national director is the critical interface between the development of Welsh Government policy and service delivery, providing direction and support to NHS Wales organisations and public and third sector organisations.

Whilst being based within NHS Wales, the Director will work and engage more broadly across the Welsh public sector and beyond. The Director will build effective relationships with senior NHS Wales leads, Welsh Government policy divisions and other cross sector national bodies and agencies, including in local government and the police. The Director has a national responsibility to promote mental health and use of resources in responding to the service challenges facing NHS Wales and the wider public sector.

The Director will agree a national work programme with the NHS Executive for Wales and report on progress regularly to the Mental Health Delivery and Oversight Board.

## 2 Job Summary

The Director will operate initially within the governance arrangements of the NHS Wales Health Collaborative and subsequently the arrangements of the NHS Executive for Wales.

The Director is required to support development and interpret overall mental health policy and strategy in order to establish goals and standards. The role of Director is a senior leadership position in NHS Wales and the post holder is expected to use their own initiative and act independently within minimal guidelines, setting goals and standards for others.

The Director will be an influential spokesperson who will represent the function across a wide range of stakeholders, including the public arena, maintaining and enhancing the reputation of the mental health programme, fostering key relationships and ensuring there is a clear strategic direction.

NHS Wales Health Collaborative	Ref: National Director for Mental Health – Job Description and Person Specification
--------------------------------	--

The Director's key responsibilities are as follows and will form part of the delivery objectives for this post:

- Developing and agreeing national programmes of work with the NHS Wales Mental Health Network and subgroups
- Providing high level support and challenge to NHS Wales organisations (and, where appropriate, partner organisations) to deliver the outcomes of the national policy documents – in particular Together for Mental Health (T4MH) and the Dementia Strategic Plan
- Supporting NHS Wales organisations to deliver safe and effective services in line with prudent health and care that improve outcomes and provide value for money
- Facilitating openness and transparency about issues affecting service delivery and programme milestones and working with colleagues in policy and delivery for performance management to be aligned with the national approach
- Sharing and promoting the adoption of best practice
- Encouraging and facilitating improved partnership working and service integration
- Aligning the national mental health resources to create and deliver a national programme, with priorities aligned to the latest mental health strategy (currently T4MH)
- Working with the Mental Health Network and clinical and managerial leads across Wales, to ensure they deliver the key actions under T4MH and progress Welsh Government mental health priorities (e.g. improved access to psychological therapies, crisis and out of hours services, primary care, co-morbid substance misuse and dementia services)
- Ensuring effective implementation and evaluation of the delivery plan actions of T4MH across Wales, influencing and facilitating national adoption and the explanation and promotion of its evolution guided by evidence
- In line with the recommendations from *A Healthier Wales*, influencing the all-Wales adoption of new models of care that continue to move care and intervention close to people's home and shifting the focus towards prevention and early intervention, to ensure a progressive realignment of services to support an optimised and integrated health and social care system
- Acting as national NHS strategic lead, directly interfacing with Welsh Government to influence policy development on mental health, the delivery of the core mental health theme in *Prosperity for All* and ensure alignment with wider national policies.

NHS Wales Health Collaborative	Ref: National Director for Mental Health – Job Description and Person Specification
--------------------------------	--

- Supporting NHS Wales bodies in the development of their integrated medium-term plans (IMTPs) to ensure that appropriate and proportionate attention is given to mental health priorities in line with priorities and recognised the need to deliver parity with physical health
- Working with NHS Wales and Welsh Government to promote the implementation of required development/improvement flowing from significant national reports
- Working with NHS Wales and the Welsh Government to commission priorities area of work for other parts of the NHS Executive that aligns to the national programme
- Working with partner agencies across the Welsh public and voluntary sectors and beyond in advancing the aims and policy objectives of the T4MH and associated plans
- Advising policy leads and ministers of Welsh Government on the targeting of additional mental health funding.

The Director will manage the staff and budget of a major of activity. They will be responsible for overall management of the programme team as prescribed on appointment and through the life of the post.

The Director will work with executive teams, senior clinicians and other senior managers in the planning, development and delivery of effective and efficient patient services on a health board and trust basis for mental health encompassing primary care, hospital and community-based services and contributing to corporate policies and strategies.

## 3 Specific Responsibilities

### 3.1 Management

- Providing effective line management and leadership for the national programme team. This will include responsibility for resourcing, employee relations, personal development, training, learning and development
- Having responsibility for turnover, sickness and annual leave of all staff they are responsible for
- Developing, operating and implementing performance management systems for the effective and efficient use of resources in accordance with organisational policies
- Ensuring the effective operation of a variety of information systems for services and ensure that all data/records are appropriately managed (creation, appropriate access, storage/archiving, disposal etc.)

NHS Wales Health Collaborative	Ref: National Director for Mental Health – Job Description and Person Specification
--------------------------------	---

- Having responsibility for the delivery of all financial targets across direct reports including the delivery of financial targets and breakeven. This will involve analysis of highly complex facts which will require analysis and interpretation of a range of options
- Identifying and implementing cost improvements that will deliver the programme financial objective
- Having responsibility for implementing the objective setting and personal development plans for all staff
- Having responsibility for human resources and facilities management of staff
- Having responsibility for agreeing and managing agreements with Welsh Government that provide the mandate for the national programme the post holder is responsible for.

## 3.2 Delivery

- Providing expert assistance to organisations in diagnosing highly complex issues and factors which are preventing delivery of the national programme objectives to improve population outcomes and experience
- Providing support on action planning for organisations and develop a set of milestones and outcomes for each organisation they engage with to ensure improved delivery of the programme
- Working with the Welsh Government, chief executive lead and strategic partners in developing delivery mechanisms for the programme objective
- Identifying best practice in these specific priority areas and ensure mechanisms are in place to spread best practice via the most appropriate platform or direct to the service
- Reviewing and reflect on stakeholders' evaluation of the support and intervention
- Providing expert advice to Health organisation managers, executives and clinicians on good practice for clinical pathways. This could include:
  - operational processes e.g., escalation policies
  - timeliness of information and use of data
  - patient pathway
  - accountability frameworks
  - inter-health organisation referrals
  - leadership
- Promoting the sharing and take up of good practice between organisations.

NHS Wales Health Collaborative	Ref: National Director for Mental Health – Job Description and Person Specification
--------------------------------	---

### 3.3 Partnership Working

- Enhancing and further developing robust partnership arrangements with organisations and networks that are engaged in the performance improvement and management agenda
- Working in partnership with Welsh Government, local networks, and other parties as appropriate
- Networking effectively across the NHS, promoting mental health
- Promoting the sharing and take up of good practice between NHS organisations from within Wales and from elsewhere in the UK
- Responding to requests for information from the Welsh Government on any aspect of this work.

### 3.4 Communication

- Providing, receiving and analysing highly complex, sensitive or contentious information at individual and group level and being competent in verbal, written and presentation skills on a variety of subjects
- Providing high quality written communication including reports for the wider use
- Presenting highly complex information to influence and negotiate, which at times will be contentious and sensitive
- Providing leadership and direction in situations where highly complex ideas or concepts need to be conveyed in easily understood language, clearly articulating processes where acceptance or resistance to change may exist
- Negotiating and influencing in order to agree service developments or negotiate where there may be highly complex financial, contractual or emotive barriers to overcome which may at times be hostile
- Building strong influential relationships with the wider system and beyond through appropriate engagements with internal and external stakeholders
- Ensuring high levels of stakeholder engagement at all times, including communicating highly contentious information and proposing new ways of working.

### 3.5 Continuing Professional Development

- Developing a personal development plan annually as part of the individual performance review process
- Keeping skills up to date and relevant

NHS Wales Health Collaborative	Ref: National Director for Mental Health – Job Description and Person Specification
--------------------------------	---

- Ensuring continuation of personnel development through appropriate formal training as and when necessary.

## 4 Effort and Working Conditions

### 4.1 Physical Effort

There is a frequent requirement for sitting or standing in a restricted position for a substantial proportion of the working time. Demonstrated through following duties:

- Frequent travel by car to various organisations throughout Wales for the purpose of meetings and interventions
- Attendance at meetings and interviews often leading the forums
- The use of inputting keyboard skills in order to compile reports, send and respond to routine daily email correspondence and review performance information and data.

### 4.2 Mental Effort

There is a frequent requirement for prolonged concentration. Demonstrated through following duties:

- Reviewing and analysing data and information
- Meeting, interviewing and listening to a wide range of personnel as part of a diagnostic intervention
- Absorbing and note taking of information, both verbal and written
- Compiling reports and presentations
- Cross referencing and making connections across a range of information
- Managing the workload and development of the team.

### 4.3 Emotional Effort

Occasional exposure to highly distressing or highly emotional circumstances. Demonstrated through following duties:

- Being exposed to circumstances where imparting unwelcome news in regard to performance standards is a regular occurrence
- Behaving confidently and assertively to influence staff at all levels
- Maintaining composure when faced with challenging situations
- Working under pressure and to tight deadlines whilst continuing to deliver results

NHS Wales Health Collaborative	Ref: National Director for Mental Health – Job Description and Person Specification
--------------------------------	--

- Responding effectively to changing demands
- Implementing and supporting new initiatives and actively suggest improvements/change when appropriate
- Motivating self and team members to maintain work effectiveness
- Managing the wellbeing of Assistant Director staff
- Managing conflict, particularly during meetings.

## 4.4 Working conditions

Using Visual Display Unit equipment more or less continuously on most days. Demonstrated through following duties:

- Accessing emails for receiving and sending correspondence
- Accessing information via internal information management systems or via the intranet and internet
- Maintaining electronic calendar
- Production of reports and presentations

## 5 General Requirements

**Values:** All employees are required to demonstrate and embed the Values of the organisation - working together, with trust and respect, to make a difference - in order for them to become an integral part of the post holder's working life and to embed the principles into the culture of the organisation.

**Competence:** At no time should the post holder work outside their defined level of competence. If there are concerns regarding this, the post holder should immediately discuss them with their Manager/Supervisor. Employees have a responsibility to inform their Manager/Supervisor if they doubt their own competence to perform a duty.

**Learning and Development:** All staff must undertake induction/orientation programmes at Corporate and Departmental level and must ensure that any statutory/mandatory training requirements are current and up to date. Where considered appropriate, staff are required to demonstrate evidence of continuing professional development.

**Performance Appraisal:** We are committed to developing our staff and you are responsible for participating in an Annual Performance Development Review of the post.

**Health & Safety:** All employees of the organisation have a statutory duty of care for their own personal safety and that of others who may be



NHS Wales Health Collaborative	Ref: National Director for Mental Health – Job Description and Person Specification
--------------------------------	---

affected by their acts or omissions. The post holder is required to co-operate with management to enable the organisation to meet its own legal duties and to report any hazardous situations or defective equipment. The post holder must adhere to the organisation's Risk Management, Health and Safety and associate policies.

**Risk Management:** It is a standard element of the role and responsibility of all staff of the organisation that they fulfil a proactive role towards the management of risk in all of their actions. This entails the risk assessment of all situations, the taking of appropriate actions and reporting of all incidents, near misses and hazards.

**Welsh Language:** All employees must perform their duties in strict compliance with the requirements of their organization's Welsh Language Scheme and take every opportunity to promote the Welsh language in their dealings with the public.

**Information Governance:** The post holder must at all times be aware of the importance of maintaining confidentiality and security of information gained during the course of their duties. This will in many cases include access to personal information relating to service users.

**Data Protection:** The post holder must treat all information, whether corporate, staff or patient information, in a discreet and confidential manner in accordance with the provisions of the General Data Protection Legislation and Organisational Policy. Any breach of such confidentiality is considered a serious disciplinary offence, which is liable to dismissal and / or prosecution under current statutory legislation and the HB or Trust Disciplinary Policy.

**Records Management:** As an employee of the organisation, the post holder is legally responsible for all records that they gather, create or use as part of their work within the organisation (including patient health, staff health or injury, financial, personal and administrative), whether paper based or on computer. All such records are considered public records and the post holder has a legal duty of confidence to service users (even after an employee has left the organisation). The post holder should consult their manager if they have any doubt as to the correct management of records with which they work.

**Equality and Human Rights:** The Public Sector Equality Duty in Wales places a positive duty on the organisation to promote equality for people with protected characteristics, both as an employer and as a provider of public services. There are nine protected characteristics: age; disability; gender reassignment; marriage and civil partnership; pregnancy and maternity; race; religion or belief; sex and sexual orientation. The HB/Trust is committed to ensuring that no job applicant or employee

NHS Wales Health Collaborative	Ref: National Director for Mental Health – Job Description and Person Specification
--------------------------------	---

receives less favourable treatment of any of the above grounds. To this end, the organisation has an Equality Policy and it is for each employee to contribute to its success.

**Dignity at Work:** The organisation condemns all forms of bullying and harassment and is actively seeking to promote a workplace where employees are treated fairly and with dignity and respect. All staff are requested to report any form of bullying and harassment to their Line Manager or to any Director of the organisation. Any inappropriate behaviour inside the workplace will not be tolerated and will be treated as a serious matter under the HB/Trust Disciplinary Policy.

**Safeguarding Children and Adults at Risk:** The organisation is committed to safeguarding children and adults at risk. All staff must therefore attend Safeguarding Children & Adult training and be aware of their responsibilities under the All-Wales Procedures.

**Infection Control:** The organisation is committed to meet its obligations to minimise infections. All staff are responsible for protecting and safeguarding patients, service users, visitors and employees against the risk of acquiring healthcare associated infections. This responsibility includes being aware of the content of and consistently observing organisational Infection Prevention & Control Policies and Procedures.

**No Smoking:** To give all patients, visitors and staff the best chance to be healthy, all sites, including buildings and grounds, are smoke free.

## 6 Flexibility Statement

The duties of the post outlined in this Job Description and Person Specification may be subject to change. In particular, the accountability and governance arrangements within which the post holder will work are expected to be impacted by the establishment of an NHS Executive for Wales, which will subsume the majority of the functions of the current NHS Wales Health Collaborative.

NHS Wales Health Collaborative	Ref: National Director for Mental Health – Job Description and Person Specification
--------------------------------	--

## 7 Person Specification

Job Title: Director of Mental Health					
Criteria			How Tested		
	Essential	Desirable	Application	Interview	Presentation
<b>QUALIFICATIONS</b>					
Educated to master's level or equivalent	✓		✓		
Postgraduate managerial qualification or other professional qualification		✓	✓		
Evidence of Continuing Professional Development	✓		✓		
<b>SKILLS</b>					
Excellent interpersonal, facilitation, influencing, investigative and communication skills	✓		✓	✓	
Highly tuned analytical skills, including ability to identify key issues from a range of complex data and information	✓		✓	✓	
Evidence of creative and inspirational approach to problem solving	✓			✓	✓
Presentation and interpretative skills both in written and numerical form	✓		✓	✓	✓
Advanced IT skills		✓	✓		
Political astuteness		✓		✓	
Ability to manage own emotions and be resilient in a range of complex and demanding situations	✓			✓	
Ability to speak Welsh		✓	✓		
<b>KNOWLEDGE</b>					
Professional knowledge over a range of e.g., Provider Contracts, IMTP, Operational Resilience, Planning, Research, HR, Finance, Clinical Delivery and Governance underpinned by specialist courses or equivalent experience. This level of knowledge would have been obtained over a significant period of senior management posts held within an NHS organisation.	✓		✓	✓	
Experience of working at Director or Deputy / Assistant Director level in an NHS organisation	✓		✓	✓	

NHS Wales Health Collaborative	<div>Ref:</div> <div>National Director for Mental Health – Job Description and Person Specification</div>
--------------------------------	---

Experience of engaging with independent boards members and senior executives	✓		✓	✓	
Detailed understanding of NHS policy	✓		✓	✓	
Detailed understanding of Performance Management principles and application		✓ <sub>x</sub>	✓	✓	
<b>RESPONSIBILITY</b>					
Demonstrate professional standards at all times	✓		✓	✓	✓
Ability to lead and motivate the unit team	✓		✓	✓	
Collaborative working		✓	✓	✓	
<b>FREEDOM TO ACT</b>					
Experience of working across organisations	✓		✓	✓	
Act independently on own initiative	✓		✓	✓	