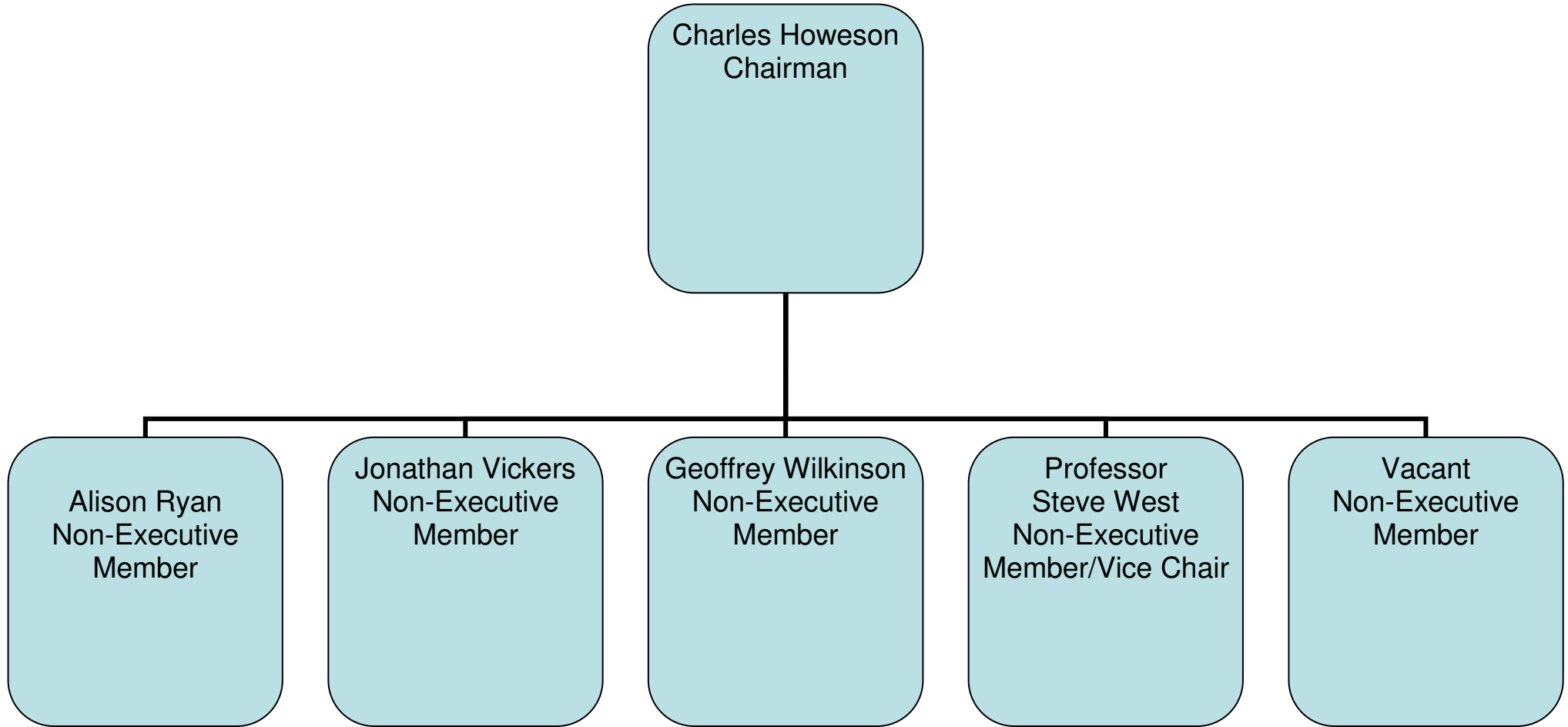
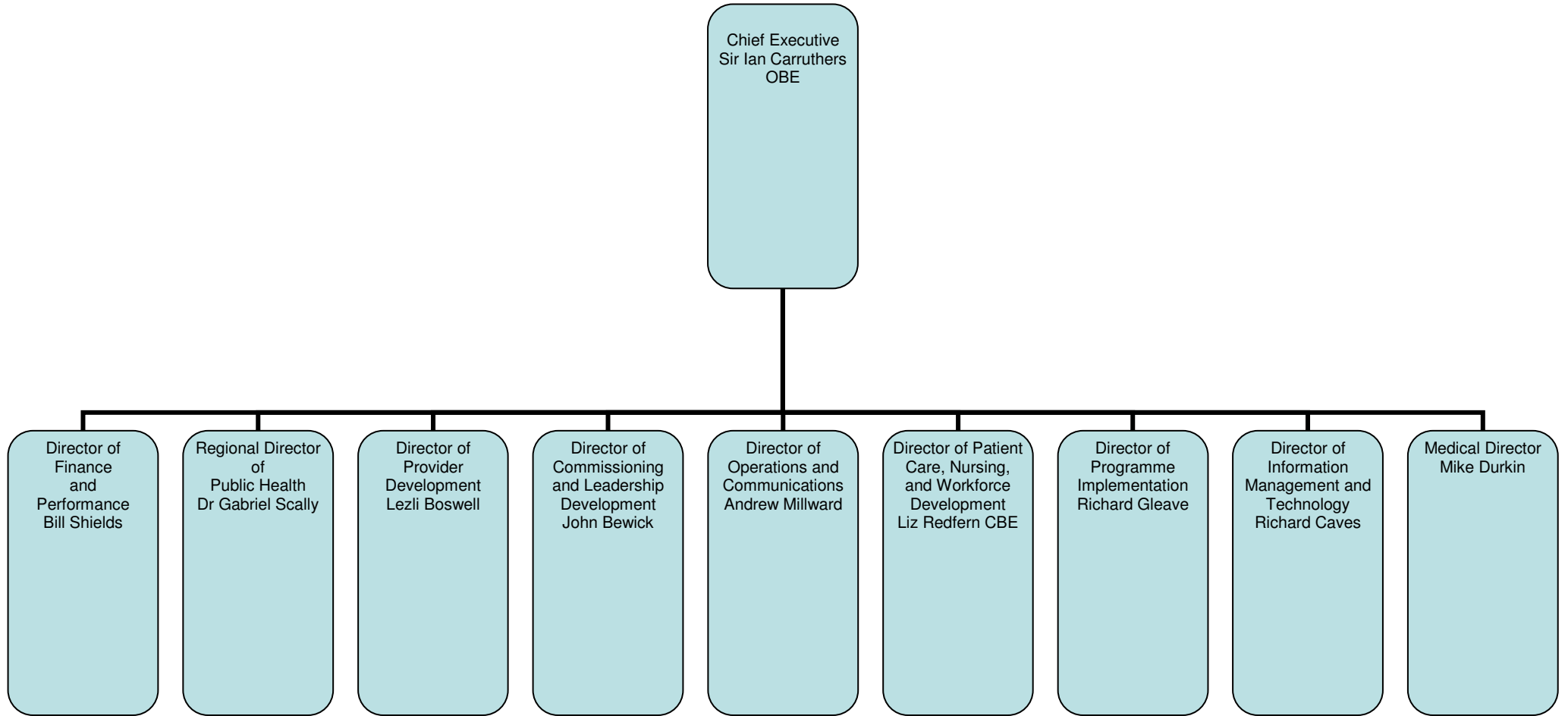


Chairman and Non-Executive Members



Senior Management Team



Directorate of Finance and Performance

The Directorate of Finance and Performance ensures that NHS organisations in the NHS South West operate to best practice financial management standards, maximising value for money in the use of resources, within the policy framework set by the Department of Health. The Directorate of Finance and Performance will lead the shift to a patient centred, commissioner delivered system, ensuring that more choice and a stronger voice for patients drives commissioning to deliver sustained improvement in health, in the quality of care and in the more effective use of resources.

This will be achieved by:

- ensuring compliance with statutory and other financial duties and responsibilities, including driving forward value for money;
- leading the NHS finance and performance management functions to operate to the highest standards, including the establishment of robust relationships across the NHS South West between commissioners and providers;
- holding Primary Care Trusts, NHS Trusts and networks to account through performance management arrangements, utilising high quality intelligence, accurate forecasting and robust risk management;
- agreeing actions to address under-performance, including agreement of recovery plans, their implementation and intervention where necessary;
- ensuring turnaround implementation and intervention in failing providers;
- ensuring the agreement and delivery of Operational Plans which meet the strategic objectives of the NHS including the delivery of QIPP Plans;
- ensuring the provision of support to the Director of Provider Development to deliver the Foundation Trust Pipeline and Transforming Community Services;
- ensuring the provision of support to the Director of Commissioner Development to deliver fit for purpose commissioning arrangements for the future;
- ensuring that links with the Care Quality Commission and Monitor are maintained;
- improving professional standards through key appointments, training and development;
- working with the Department of Health to inform and support policy development, planning and implementation and financial control for the NHS in the South West;
- assisting the Chief Executive as required across all his roles and responsibilities.

Directorate of Commissioner Development

The Directorate of Commissioner Development will lead the development of commissioning by:

- contributing to the national policy and shaping of the NHS Commissioning Board, the creation of GP Consortia and the development of fit for purpose commissioning arrangements for the future;
- overseeing the transition to the NHS Commissioning Board and the establishment of GP Consortia;
- ensuring the creation of a diverse market for high quality commissioning support;
- overseeing the refresh of The Strategic Framework for Improving Health in the South West 2008/09 to 2010/11 and its future implementation in NHS South West including the delivery of the outcomes frameworks for clinical services, public health and social care;
- providing leadership development including the process for talent management to ensure fit for purpose organisations and are created in NHS South West;
- assist the Chief Executive in progressing the overall Transition Programme necessary to implement Equity and excellence: Liberating the NHS;
- assisting the Chief Executive as required across all his roles and responsibilities.

Directorate of Provider Development

The Directorate of Provider Development will:

- contribute to the national policy and shaping of the regulatory system and development of the provision system;
- oversee the transition to the new regulatory system;
- lead the delivery of the NHS Foundation Trust Pipeline, working with the Director of Finance and Performance;
- lead the delivery of the Transforming Community Services programme;
- work with the Director of Finance and Performance on risk profiling of organisations where agreed;
- oversee interventions in failing organisations;
- assist the Chief Executive as necessary in the delivery of the Transition Programme relating to Equity and excellence: Liberating the NHS;
- assist the Chief Executive as required across all his roles and responsibilities.

Directorate of Public Health

The Regional Director of Public Health will be the principal medical advisor and will provide overall leadership for the public health and medical advice function within NHS South West and the Department of Health South West. The Directorate of Public Health will be responsible for the oversight of population health improvement, health inequalities, health protection and health emergency planning.

This will be achieved by:

- ensuring the delivery of national public health policies at regional and local level including the Outcomes Framework for Public Health;
- managing the transition to a new Public Health Service;
- ensuring the improvement of population health and well being and the reduction of health inequalities by developing partnerships locally and utilising the opportunities of public sector reform;
- supporting local NHS organisations in the development and implementation of Local Area Agreements;
- ensuring the development of the public health workforce ;
- leading the network of Directors of Public Health across the NHS South West;
- establishing regional strategic partnerships to ensure the improvement of population health;
- ensuring effective public communications on public health issues;
- developing evidence based policies and strategies to improve and protect health, reduce inequalities and improve health services across the NHS South West;
- ensuring NHS South West deliver on the 2010 Carbon Reduction Strategy and the sustainability agenda;
- leading the public health response in the event of incidents of regional or national importance and ensuring resilience is maximised in the face of threats to health including pandemic influenza;;
- ensuring that the regional tier of the Health Protection Agency contributes fully to meeting the responsibilities of the Government Office for the South West and the NHS South West;
- ensuring that systems are in place to maximise public health information;
- reporting annually on the health of the population served;
- improving performance in public health delivery and achieving effective collaboration on performance management across the Department of Health South West and the NHS South West;
- assist the Chief Executive as required across all his roles and responsibilities.

Medical Director

The Medical Director will have responsibility for systems to assure clinical quality and patient safety ensuring the development of clinical governance and clinical leadership across the NHS in the South West. The Medical Director will develop and implement the NHS Clinical Outcomes Framework. The Medical Director will provide professional leadership to doctors and clinical scientists across NHS South West. The Medical Director will provide professional leadership and accountability for the Postgraduate Deans of Severn and Peninsula Deaneries and the Medical Director of the Specialist Commissioning Group.

This will be achieved by:

- ensuring that arrangements are in place to provide effective clinical governance, clinical standards and patient safety;
- ensuring that an effective system of alert notice operates across the NHS South West;
- ensuring clinical engagement across and between primary and secondary care;
- ensuring the development of clinical leaders across the NHS South West;
- ensuring the effective delivery of medicines management advice across NHS South West;
- ensuring that effective systems are in place to address problems of professional performance;
- ensuring that clinical governance systems are robust across all Primary Care Trusts and NHS Trusts;
- ensuring ongoing quality improvement in healthcare and patient safety;
- developing and maintaining effective leadership and clinical engagement in issues of clinical governance;
- being the Caldicott Guardian: leading research ethics;
- contributing to the delivery of the revised arrangements for commissioning and provision during the transition to Equity and excellence: Delivering the NHS;
- contributing to the delivery of the outcome framework for clinical services;
- assisting the Chief Executive as required across all his roles and responsibilities.

Directorate of Programme Implementation

The Directorate of Programme Implementation will take forward implementation of Government policy and develop innovation in NHS South West by:

- leading and overseeing delivery of national service priorities and emerging Government policy for Coronary Heart Disease, Mental Health, Older People, Diabetes, Renal Services, Long-Term Conditions, Children, Young People and Maternity Services and The NHS Cancer Plan and Valuing People, Pathology, Trauma, Dementia and Older Age;
- leading innovation and the implementation of best practice;
- delivering the transparency agenda in liaison with the Director of Information Management and Technology;
- assist the Chief Executive as required across all his roles and responsibilities.

Directorate of Information Management and Technology

The Directorate of Information Management and Technology will ensure leadership and accountability for establishing Information Management and Technology as an enabler for transforming services and ensuring that the NHS locally has robust programmes in place to achieve the objectives, and deliver the benefits of Connecting for Health.

This will be achieved by:

- enabling the Chief Executive to carry out the Senior Responsible Officer responsibility for the implementation of Connecting for Health;
- establishing Information Management and Technology as a key enabler of, and integral to, the strategies and business plans of Primary Care Trusts and their providers;
- ensuring that the capability, capacity and resources are available locally to deliver national and local Information Management and Technology programmes;
- acting as the link with Connecting for Health and Information Technology suppliers to secure the benefits of Information Technology investment through effective local implementation programmes;
- ensuring that the NHS South West has sound information governance in place, including the separation of duties relating to patient confidentiality as appropriate;
- ensuring robust deployment and financial planning;
- ensuring that a benefits realisation programme is developed and that the skills are available locally to deliver the benefits;
- ensuring the provision of an Information Technology service to the South West Strategic Health Authority;
- working with the Director of Programmes and Implementation to deliver the transparency agenda;
- assist the Chief Executive as required across all his roles and responsibilities.

Directorate of Operations and Communications

The Directorate of Operations and Communications will be responsible for leading the corporate business activity, parliamentary briefing services and developing a communications strategy across the NHS South West. The Directorate of Operations and Communications will ensure that the capability and capacity is available locally to provide excellent public information and robust strategies for public and patient engagement. The Directorate of Operations and Communications will be responsible for delivering public and patient involvement approaches in the NHS South West, utilising a range of approaches to connect with 'hard to reach communities'. The Directorate of Operations and Communications will ensure the provision of quality corporate services to the South West Strategic Health Authority.

This will be achieved by:

- leading the development of a communication strategy for the South West Strategic Health Authority and for the NHS in the South West;
- ensuring effective communication and relations with the media;
- providing corporate services to the South West Strategic Health Authority, including headquarters, administrative and committee support services;
- ensuring that a responsive and high quality briefing service is provided to address requests for information for the Department of Health and for parliamentary business;
- leading activity relating to complaints and ensuring that complaints about services in the NHS South West are promptly and appropriately handled;
- ensuring that all public information is provided to high standards, taking account of the specific requirements of the Freedom of Information Act 2000 and the Data Protection Act 1998;
- ensuring the development of strategies for public and patient engagement;
- establishing and developing a network of communication leads in the NHS South West;
- producing a Business Continuity Plan;
- producing the Annual Report and other publications as necessary;
- providing support to the Chair and Chief Executive across the full range of their activities.

Directorate of Patient Care, Nursing and Workforce Development

The Directorate of Patient Care and Nursing will provide clinical advice to the South West Strategic Health Authority to deliver the health and social care reform agenda. The Director of Patient Care and Nursing will provide strategic professional leadership to nurses, midwives and Allied Health Professionals across NHS South West and ensure the development of a professional workforce that is fit for purpose. The role will include responsibility for the Local Supervising Authority function for the statutory supervision of midwives. The Directorate of Patient Care and Nursing will also lead the continued development and implementation of QIPP. This will be achieved by:

- leading the development and implementation of service redesign in key areas identified in the QIPP Plan;
- providing clinical advice to the South West Strategic Health Authority on the full range of activity in NHS South West;
- ensuring that the local supervision of midwives is delivered in line with the statutory framework;
- leading the work within the local NHS to monitor and reduce healthcare associated infections;
- leading the change programme to improve the patient experience;
- assist the Chief Executive as required across all his roles and responsibilities.

Directorate of Workforce Development

The Directorate of Workforce Development will provide strategic leadership of the workforce and human resource management agenda for health and social care commissioners and delivery organisations through the development and delivery of an affordable, integrated workforce strategy for the NHS South West to meet the needs of patients and service users now and in the future.

This will be achieved by:

- ensuring the strategic use of human resources and ensuring that best practice in human resource management is adopted by all NHS organisations;
- developing labour market intelligence systems to ensure that information and analysis is available to plan an effective workforce;
- ensuring the development and delivery of an integrated workforce plan for the NHS South West;
- establishing sound and responsive systems for the planning and delivery of education and training to achieve maximum return on investment;
- ensuring the implementation of a strategic education commissioning plan covering all healthcare workers;
- leading the development of people, capacity and capability and supporting the spread of best practice;
- leading the integration of post graduate deaneries within the workforce function;
- ensuring that links to higher and further education suppliers are developed;
- supporting service redesign by ensuring that workforce redesign is integrated to achieve service improvements;
- ensuring the maximum return on human capital through improvements in workforce productivity by modernising roles and practice;
- ensuring that all healthcare organisations achieve accreditation for Improving Working Lives, or the successor standard;
- ensuring that all human resources and workforce policies enable the development of the NHS as a good employer and adhere to best practice in relation to equality;
- managing the human resources consequences of Equity and excellence: Liberating the NHS;
- assisting the Chief Executive as required across all his roles and responsibilities.