

Position Brief
NHS Borders: Chief Executive



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1. Background

NHS Borders provides healthcare services to one of the most sparsely-populated region of Scotland. Located in the South East of Scotland, the Scottish Borders has Edinburgh and the Lothians to the North, Northumberland to the South and Dumfries and Galloway to the West.

With over 4,000 employees and a budget of £235m (in 2015/16), NHS Borders takes great pride in delivering patient-centred, safe and sustainable healthcare to the local community and will continue to build on the strong relationships they have with Scottish Borders Council and the voluntary sector to provide seamless and integrated services.

NHS Border's core values are:

- Dignity and respect
- Quality and teamwork
- Openness, honesty and responsibility
- Care and compassion

Patient safety is the number one priority for NHS Borders. They are constantly striving to provide a high standard of healthcare for their patients and ensure the local population receives first rate care in the community. Reflecting this, in 2014, NHS Borders were named one of the CHKS 40 Top Hospitals. The only Scottish award winner, the evaluation was based on analysis of 22 key performance indicators covering safety, clinical effectiveness, health outcomes, efficiency, patient experience and quality of care.

NHS Borders' vision of "being a leader in the quality and safety of care it provides" will require continual improvement and innovation in the design of its services, ensuring they are sustainable, equitable and fit for purpose to meet future demands. By promoting excellence in organisational behaviour, NHS Borders believe they can improve patient experience and the quality of care they provide.

Their corporate objectives are:

- Deliver safe, effective and high quality services
- Improve the health of our population
- Promote excellent in organisational behaviours

The Current Opportunity

The Scottish Borders has a healthy and industrious population with a higher than average rate of economic activity, a lower than average unemployment rate, higher life expectancy for both men and women and above average proportion of pensioners aged 65 and over.

NHS Borders has had 5 successful years under the stewardship of its previous Chief Executive, who left to become NHS Lanarkshire's new Chief Executive. The current financial climate means the organisation needs to make appropriate savings in their budget whilst addressing the higher demand for healthcare and increasing scrutiny of delivery and performance. The new Chief Executive will need to further develop innovative ways of thinking and redesign services to ensure that health services are sustainable and meet the needs of the local community in the coming years. This will require effective leadership, teamwork and creativity.

Being the smallest mainland health board in Scotland provides the Chief Executive with the significant advantage of having the agility to implement change in a more timely fashion compared to larger organisations whilst also retaining a complete overview of the whole health system.

The rural nature of the region ensures short lines of communication between customers, local authority, community organisations and service providers. The Chief Executive is typically visible and accessible to all staff. Such a set up highlights the importance of the stakeholder engagement skills and emotional intelligence of the Chief Executive and their leadership team

The impending “Health and Social Care” integration, and all of the challenges that such a significant change brings to bear (budgets, assurance of service delivery and governance structures); NHS Borders will require their new Chief Executive to engage “hearts and minds” locally and ensure an effective relationship with the IJB’s Chief Officer and other interested stakeholders, including GPs and Community Pharmacists.

2. The Role

Job Title: Chief Executive

Reports To: John Raine, NHS Borders Chair

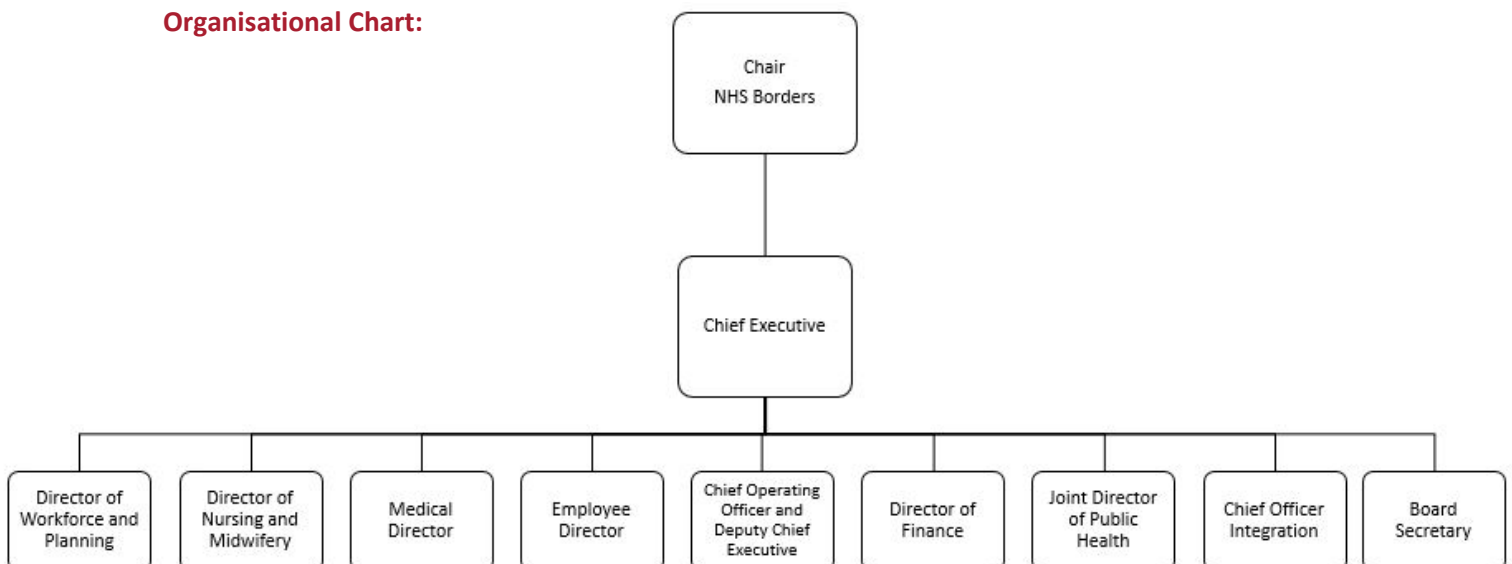
Location: NHS Borders General Hospital, Melrose

Overview:

As a member of the NHS Borders Board and the Board Executive Team (BET), you will contribute fully to and participate in the corporate management and governance of the organisation. Working with significant autonomy, you will provide vision, effective and visible leadership in the development of high level, holistic strategies for health improvement and health services in line with Government and NHS Borders policies and priorities and NHS Borders’s own strategic framework.

Directly managing both the financial and operational resources available to the Board and delivering significant change, you will integrate these with other available resources in the local community and deploy them in order to achieve improvement in the health of the population

Organisational Chart:



Key Result Areas:

- Provide strong, effective and visible leadership to the managers and staff of NHS Borders and to the wider health community in the area in order to deliver the NHS Board's vision for integrated, high quality, patient and client focused health services and to promote a culture of partnership and inclusion within the local health system
- Initiate and facilitate effective partnership and alliances between NHS Borders and other health, social and voluntary agencies and local enterprises so as to influence the agendas of these bodies and to draw on their experiences and perspectives in creating local NHS and community strategies, policies and actions which will deliver long term health improvements and which will be understood and supported by their alliance partners
- Ensure effective performance of the local health system against the agreed measures, standards and indicators is appropriately monitored and managed
- Lead the development and agreement of Local Delivery Plans within the timescales required, and in line with national priorities and planning guidance and available resources, in order to set down local priorities and action plans for health and to provide a template against which progress can be reviewed
- Through both leadership and personal influence, ensure that the Board of NHS Borders is influential, constructive and open in a range of key multi-agency partnership and alliances concerned with Social Inclusion Partnerships (or similar mechanisms) and takes a full role in the development of Community Planning, thereby proactively addressing areas where improved services/value can be achieved from joint working
- Ensure that NHS Border's financial framework and resource allocation processes effectively deliver the Board's objectives. Ensuring financial integrity and sustainability is maintained avoiding any financial instability which would undermine the Board's performance
- Ensure arrangements are in place for efficient and effective management of healthcare operations across the whole NHS Borders system
- Lead, direct, develop and manage the staff and services of NHS Borders to create an open, supportive and productive organisational culture which demonstrates the importance it places on equality and diversity and to ensure efficiency and effectiveness in achieving all aspects of the organisation's role
- Develop NHS Borders as an exemplary employer and establish highly effective recognition and partnership arrangements with trade unions and other staff organisations to ensure, through effective communication and consultation, that the interests of staff are understood and appropriately reflected in the management processes of the NHS Board
- Ensure the development of information strategies to assess health need and to support evidence based decision making within the Borders health system and with key partners
- As the appointed NHS officer responsible for funds entrusted to the NHS Board, and as the Board's Chief Officer, to ensure that the Board's resources are allocated and managed to achieve best value and optimum impact on the health of the population whilst meeting the governance requirements of public accountability. To ensure that appropriate expertise, information and other resources are available and appropriately deployed to meet the NHS Board's statutory responsibilities in relation to public health, health protection and tackling inequalities

- Ensure the corporate business of the NHS Board is effectively managed and high standards of corporate, clinical and staff governance are established throughout NHS Borders
- Ensure that NHS Borders strategies are implemented including the public consultation processes, development and delivery of affordable capital and revenue plans and the continued delivery of health access targets for patients in current and reconfigured services
- Ensure effective communication with and involvement of staff, the general public, Partner organisations, trade unions, professional organisations, national and local politicians and the media to develop understanding and shared commitment to the aims of the Board and to demonstrate an accessible, visible presence so as to foster public confidence in the Board's leadership role in improving the health of the population
- Ensure an active role in regional/national working as Chief Executive of an NHS Board

The most challenging parts of the role include:

- Delivering change and embedding new, innovative and sometimes radically different ways of tackling complex health and service delivery issues. These will invariably entail involvement and commitment from a wide range of stakeholders, and the integration of their contributions must largely be achieved through persuasion and facilitation
- Nurturing and enabling a continuous improvement culture that is supportive of sustainable new models of working and inclusive of clinicians, managers, workforce and the wider community
- Integrating and delivering on the sheer range of responsibilities, commitments and workload
- Providing major personal leadership in inter-agency working and developing the Health and Social Care Partnership with Scottish Borders Council and other partners
- Continually demonstrating an extremely high level of analytical ability and strategic problem-solving in developing and implementing the Board's financial framework in current and future financial environments, matching available resources to the competing priorities of the local health economy
- Finding practicable approaches to complex and difficult problems

Communication and working relationships:

The post-holder will communicate with a wide range of senior clinical and non-clinical staff in NHS Borders; the wider NHS in Scotland and beyond; and with senior officials of external organisations. In addition to the NHS Board Chair, direct reports, clinicians, managers, staff and Staff Side within NHS Borders, the following are key working relationships, with examples of the purposes of these contacts:

- Non-executive Directors (including the Employee Director) of NHS Borders ensuring the provision of information and support to enable them to effectively fulfil their roles as non-executives

- Chief Executive and other members of the Management Board of Scottish Government Health Department to agree NHS Border's performance objectives and participate in the Accountability Review process. On an ad hoc basis discuss and resolve difficult or controversial issues relating to national policy or problems of potentially high political or media interest. Also responding to Parliamentary Questions
- Local government leaders, voluntary and independent sector agencies, and private sector organisations to influence the agenda for the benefit of health, plan, support and review services and/or community actions which will impact on the health status of the population
- Politicians, local health council chairs, public pressure groups and patient representatives to impart information about/consult upon/seek support for/respond to questions or concerns about health issues within the remit of NHS Borders
- The media to respond to questions about relevant matters; to proactively involve the media to impart information to the community at large on the work of NHS Borders, or on specific health issues
- National and local representatives of Trade Unions and professional organisations regarding communication and / or consultation on major issues affecting staff, and to develop and maintain effective partnership working and staff governance

3. Candidate Profile

An innovative, solutions focused and visionary leader, you will have experience of leading organisations to deliver complex operational and financial targets and be able to demonstrate a record of achievement in relevant senior posts.

The successful candidate will have the ability to bring out the best in people and relish developing a positive, confident and empowered organisational culture focused on high quality and safe patient care.

Your exceptional communication, negotiating and influencing skills will allow you to lead NHS Borders through the significant change of the impending health and social care integration whilst your thought leadership will be called upon to contribute to and shape the wider Scottish national health agenda.

Qualifications

Formally educated to degree level, and is likely to have postgraduate or equivalent qualifications

Experience

- Significant track record of leadership and strategic management at board level
- Evidence of building and leading successful and effective teams with a large and complex organisation
- Experience of running a patient or customer focused organisation, leading the organisation to deliver complex operational, financial and clinical outcome targets
- Proven experience of leading and delivering transformational change

- Experience of dealing with range of complex issues within a political and demanding stakeholder environment
- Solid track record of effectively managing significant resources and budgets with experience of delivering long term financial sustainability and outstanding value for money
- Experience in promoting equality and diversity in a complex organisation
- Direct experience of the health service/public sector is preferable but not essential

Knowledge, Skills and Abilities

- Patient-centred, with an understanding of specialisation and clinical teams in the pursuit of excellent healthcare
- Strong intellect and commercial acumen, a pragmatic problem solver
- Ability to bring out the best in people and to stimulate a positive, confident and empowered organisational culture focused on high quality and safe patient care
- Demonstrable track record in developing a culture that encourages initiative, individual and team responsibility and open communication that motivates staff and ensures they feel valued and supported
- Open, supportive and visible management style which earns the confidence and respect necessary to effectively deliver the agenda on major change
- The ability to think strategically, collaboratively and to articulate clear sense of direction and vision to a wide audience
- Exceptional communication, interpersonal, negotiating and influencing skills
- Ability to interpret the broad strategic direction of health and social care, and willingness to influence developments and shape the future for the Board and wider Scottish health service
- Ability to build and maintain effective relationships with diverse range of internal/external stakeholders
- Capability to inspire confidence with key partners, staff, community members and The Scottish Government
- Strong ambassadorial and presentation skills with an ability to express views convincingly and coherently using a variety of media
- Ability to identify key influencers and create innovative strategies to shape and deliver change

Personal Attributes

- An inspirational leader with the necessary understanding, vision, experience and political awareness to provide clear and dynamic leadership in the strategic development of all aspects of a unified health system
- Commitment and passion for patient care and providing high quality patient centred services with ability to embed such an ethos at all levels of the organisation
- Intellectual flexibility to move easily between significant details and the bigger picture

- Charismatic and inspirational, able to negotiate, influence, motivate and generate teamwork among a group of highly experienced individuals
- A catalyst for change where necessary with a willingness to challenge convention
- Absolute personal integrity – the public profile of the organisation is of paramount importance
- Willingness to listen and take opinions of internal and external stakeholders into account
- Alignment with NHS Borders' Core Values

Performance Review

Review of performance in the post is conducted at two levels – through the Annual Review process directed by the Chief Executive of NHS Scotland which reviews the health systems performance against local delivery plans, and the Single Outcome Agreement (SOA) and by individual performance appraisal undertaken by the NHS Board Chair and Chair of the Remuneration Committee. Formal appraisal is undertaken on an annual cycle, but more frequent, ongoing, informal reviews of current developments and progress on major issues will be undertaken on an ongoing basis with the NHS Board Chair.

4. Remuneration

In addition to the salary band of £86,109 – 117,359 this role offers a comprehensive benefits package.

5. Recruitment Process

Initial discussions will be held with advising consultants, Livingston James. In the first instance interested parties should make contact with Douglas Adam, the lead consultant managing this assignment for Livingston James by email: douglasadam@livingstonjames.com or call 0131 220 2209.