

Working together to achieve the healthiest
life possible for everyone in Ayrshire and Arran



Chief Executive

Candidate information pack



Pack contents

To assist you with your application for the post of Chief Executive, this pack will provide useful information about the post, about NHS Ayrshire & Arran and about Ayrshire more generally.

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Message from the Chair

I would like to thank you for your interest in our Chief Executive position in NHS Ayrshire & Arran. This post provides an exciting and challenging opportunity for an exceptional leader who shares our vision and demonstrates our values.

As with other health and social care providers, we are delivering our services in challenging times. Demographic changes, increasing demand and wider socio-economic factors all impact on service delivery. The COVID-19 pandemic has brought acutely into focus the challenges our communities already faced in terms of inequality. It is important that we work closely with our Community Planning Partners to tackle inequality and recognize the influence that the health and care system can have on community wealth building.

As Chief Executive you will be pivotal in leading our whole system transformational change in the delivery of health and care, across Ayrshire and Arran, to tackle these challenges and improve the health and wellbeing of our communities against a backdrop of our continuing response and recovery from the pandemic.

We have set out our longer term strategic vision for health and care services under the banner of 'Caring for Ayrshire' and we are seeking a talented, credible leader with outstanding leadership qualities to empower our health and care teams to deliver and realise our ambition.

Delivering high quality, safe, person-centred care to every person every time is our clear aim and this can only be achieved when our staff feel valued and fully engaged; we have a clear intent to be an exemplar employer that attracts excellence by being excellent.

NHS Ayrshire & Arran has a clear commitment in our People Strategy to retaining, developing, supporting and attracting staff with a key focus on improving staff's health, safety and wellbeing.

If you believe you can fulfil these aspirations we look forward to receiving your application.

Should you require any additional information, or wish to discuss the role, I would welcome any informal enquiries and I can be contacted in the first instance through Margaret Weir, Head of Chief Executive & Chair's Office, on 01292 513648 or alternatively by email on margaret.weir2@aapct.scot.nhs.uk

I hope you find this pack useful and would also draw your attention to our website <https://www.nhsaaa.net> which provides further useful information about the organisation.

Yours sincerely



Lesley Bowie
Chair, NHS Ayrshire & Arran

Job Advert

Chief Executive, NHS Ayrshire & Arran **Grade G: £105,598 to £142,179 per annum**

We are seeking an exceptional leader who shares our commitment to improving the health and wellbeing of the communities across Ayrshire and Arran through delivering high quality, safe, person-centred care to every person every time.

As the board's strategic lead, you will build on our work to transform how we improve the health of our population and deliver health and care to our communities, within the rapidly changing landscape following the Covid-19 pandemic whilst making further and sustained progress with our financial improvement programme. You will demonstrate innovative strategic vision and courage to act decisively to deliver on the Board's operational and transformation plans.

You will be an experienced Director or Chief Executive and have worked at a similar level in a large, complex healthcare system. You will be attuned to the demands of regulation and public scrutiny and understand how integrated health and care systems operate and how they interrelate, so that innovation, improvement and integration can occur. We are looking for an experienced and motivated leader, with demonstrable experience and track record of success. You will possess a collaborative leadership style and a natural ability to build trust and strong relationships throughout our complex organisation and across our communities and wider stakeholders.

As the Chief Executive and the Accountable Officer for NHS Ayrshire & Arran, you will be responsible for the health of a population of approximately 370,000 people across Ayrshire and Arran. In 2020/21, NHS Ayrshire & Arran has a revenue budget of £900 million and employs approximately 9,071 whole time equivalent / 11,145 headcount substantive staff.

If you require any additional information or wish to discuss the role, informal enquiries are welcomed by Mrs Lesley Bowie, Chair of NHS Ayrshire & Arran.

This should be arranged through contact, in the first instance, with Margaret Weir, Head of Chief Executive & Chair's Office, on 01292 513648 or alternatively by email on margaret.weir2@aapct.scot.nhs.uk

Further information about the role and details on how to apply are available at <https://www.edenscott.com/client-campaigns/nhs-ayrshire-and-arran>

Closing Date for receipt of completed applications: 9th August 2021.

Living in Ayrshire



Situated in South-west of Scotland on the Firth of Clyde, Ayrshire is a unique and exceptional place to live providing a wonderful quality of life with the best of all options – picturesque and interesting large (Ayr, Irvine and Kilmarnock) and small towns, beautiful villages and hamlets, expansive countryside, island life, rolling green hills, 80 miles of varied coastline with stunning beaches and sandy shores, history, heritage with city life within a short and easy journey when you need it, using excellent network of road, rail and bus transport links throughout Scotland.

Ayrshire offers everything - all the benefits of living in a semi-rural area, with its own UK and International Airport, Glasgow Prestwick Airport and with Glasgow city centre life only a 30 minute drive away - so why would you want to live anywhere else?

The housing market has many and varied options to choose from – old castles to modern new builds at more affordable prices than in other parts of the UK.

There is always something happening in Ayrshire whether you are interested in music, history and heritage, outdoor pursuits, events and festivals, or simply food and drink, there is something for everyone. There is a wide range of excellent recreational activities, including hill climbing, horse riding, sailing and golf - Ayrshire boasts more than 40 quality golf courses, including two Open Championship courses at Turnberry and Royal Troon.

Further information about Ayrshire is available on the VisitScotland website:

<https://www.visitscotland.com/destinations-maps/ayrshire-arran/>

Local educational standards are very high at primary and secondary level. However, private education is also available in the area. See the links below for more information on local authority services:

www.east-ayrshire.gov.uk

www.north-ayrshire.gov.uk

www.south-ayrshire.gov.uk



East Ayrshire
Council



NORTH AYRSHIRE
Council



south
AYRSHIRE
Council

About NHS Ayrshire & Arran

NHS Ayrshire & Arran is one of 14 territorial NHS Boards within NHSScotland. Ayrshire & Arran NHS Board is responsible for the protection and improvement of the local population's health and for the delivery of frontline healthcare services. NHS Ayrshire & Arran has a Revenue budget of approximately £900 million and employs approximately 9,071 whole time equivalent / 11,145 headcount substantive staff.

NHS Ayrshire & Arran serves a mixed rural and urban population of approximately 370,000. We have a full range of primary and secondary clinical services, covering the mainland of Ayrshire and the islands of Arran and Cumbrae, as illustrated below. NHS Ayrshire & Arran covers three local authority areas: East, North and South Ayrshire. There are major areas of widespread deprivation and social exclusion in both rural and urban areas.



Our frontline services are provided from four operational divisions:

Acute Services

Emergency and elective hospital services which includes inpatient, outpatient and day case care. There are two district general hospitals within Ayrshire with approximately 950 inpatient beds in total: University Hospital Ayr and University Hospital Crosshouse. These hospitals provide a wide range of acute surgical, medical and diagnostic services, and University Hospital Crosshouse provides inpatient maternity and paediatric services for Ayrshire.

Health & Social Care Partnerships

Following the introduction of Health and Social Integration, the operational delivery for the range of community healthcare services and mental health and learning disabilities services is through the three Partnerships in Ayrshire which are co-terminous with our local authorities. NHS Ayrshire & Arran works collaboratively with the three Integration Joint Boards, in North, South and East Ayrshire, and three Ayrshire Councils to plan and deliver services. Our joint working arrangements are comprehensive with Children's services, Adults, Older people and Justice services all encompassed within our model of integration.

Ayrshire & Arran NHS Board

Ayrshire & Arran NHS Board's overall purpose is to ensure the efficient, effective and accountable governance of the organisation and to provide strategic leadership and direction focussed on improving health and care outcomes for the citizens of Ayrshire.

The Board is responsible for investing in healthcare services to monitor, protect and improve the health of the people of Ayrshire.

The NHS Board of Directors consists of the Chair, Executive and Non-Executive Directors and is accountable to the Cabinet Secretary for Health and Wellbeing and the Scottish Government. Non-executive Directors are publicly appointed by Scottish Ministers.

The Board governs the accountability and performance of NHS Ayrshire and Arran services. The Board Chair and each of the Non-Executive Directors are appointed by the Cabinet Secretary for Health and Wellbeing.

Non-executive Directors:

Mrs Lesley Bowie, Board Chair

Mr Bob Martin, Board Vice Chair

Mrs Margaret Anderson, Non-Executive Board Member

Mr Michael Breen, Non-Executive Board Member

Mrs Jean Ford, Non-Executive Board Member

Ms Linda Semple, Non-Executive Board Member

Sheila Cowan, Non-Executive Board Member

Dr Sukhomoy Das, Non-Executive Board Member, Whistleblowing Champion

Mr Ewing Hope, Employee Director

Mr Adrian Carragher, Chair, Area Clinical Forum

Cllr Laura Brennan-Whitefield, South Ayrshire Council

Cllr Joe Cullinane, North Ayrshire Council

Cllr Douglas Reid, East Ayrshire Council

Executive Directors - Board members:

Vacancy, Chief Executive

Professor Hazel Borland, Nurse Director

Dr Crawford McGuffie, Medical Director

Mr Derek Lindsay, Finance Director

Directors - Non-Board members:

Mrs Kirstin Dickson, Director of Transformation and Sustainability

Mrs Joanne Edwards, Director of Acute Services

Mrs Sarah Leslie, HR Director

Mrs Lynne McNiven, Interim Public Health Director

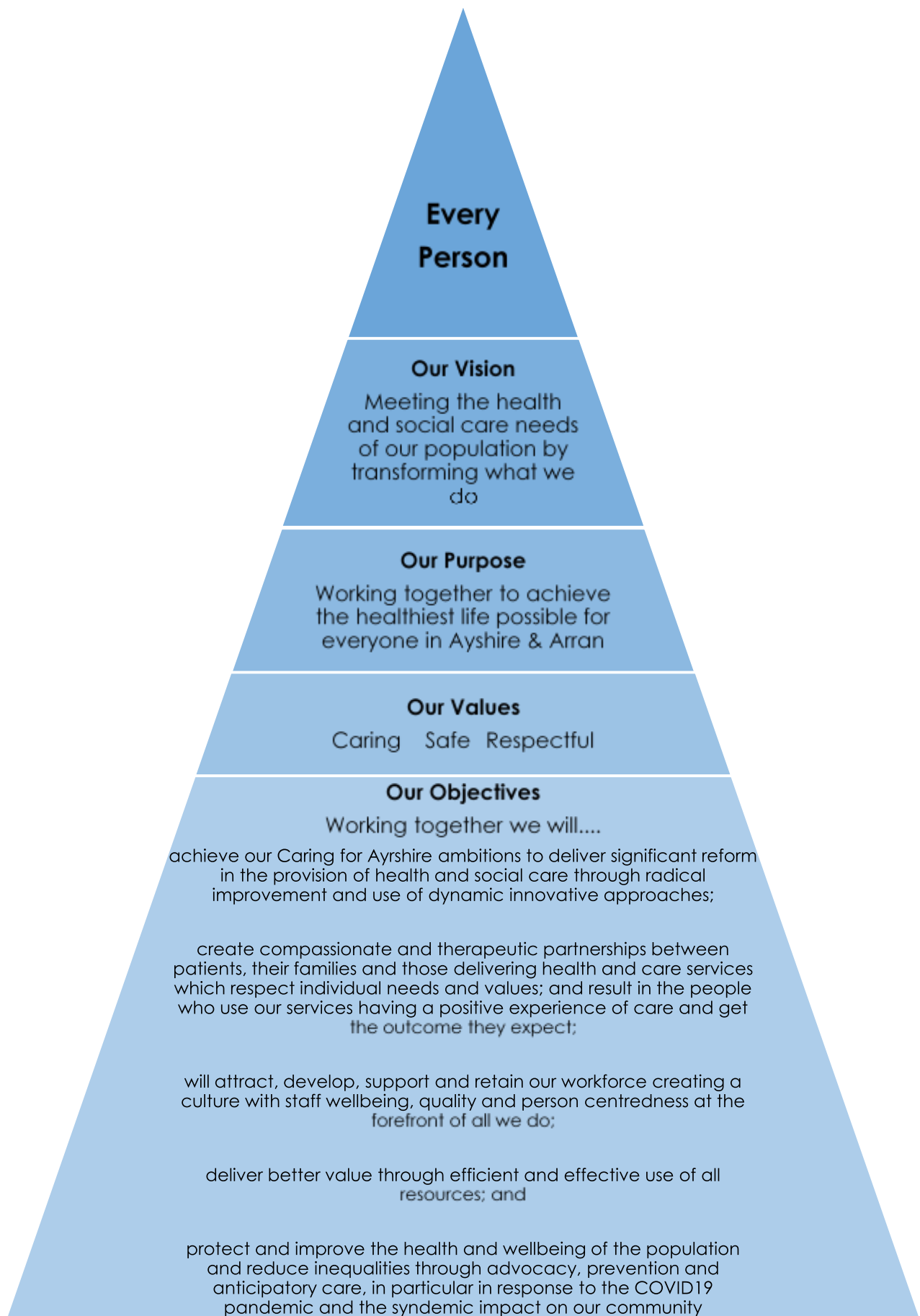
Mrs Nicola Graham, Director of Infrastructure and Support Services

Mr Tim Eltringham, Director of Health & Social Care, South Ayrshire

Mr Craig McArthur, Director of Health & Social Care, East Ayrshire

Ms Caroline Cameron, Director of Health & Social Care, North Ayrshire

Our vision, purpose, values and objectives



Our strategic intent

At NHS Ayrshire & Arran we are passionate about delivering excellent, sustainable health and care services that enable our citizens to live the healthiest lives possible at home for longer.

It is increasingly clear for all health and care systems that the ways we have been doing things in the past no longer work. Our demographic has changed and continues to change rapidly. The context we operate in has changed, both locally and globally. Health and social care integration requires our systems to come together and work together in entirely new ways to those of the past, so that we can serve our citizens in the ways we believe are right. And like all health and care systems, we face significant challenges in many aspects of our work as we tackle these challenges – challenges that are multifaceted, complex and deep.

There is no point doing more of the same and expecting something new to happen, or expecting ourselves to deliver excellence using systems that no longer work. To deliver on our vision we need to do something different.

To deliver excellence we have to be excellent - in what we do, how we do it, how we behave, and how we stay focused on what really matters. We are committed to creating an organisation in which our leaders and teams can develop, thrive, make a difference and do their best work. We want excellence to be seen and felt everywhere no matter our role, no matter the inevitable ups and downs of organisational life, and no matter whether someone is internal or external to our health and care system.

Our commitment as a health and care system is expressed in our 10-year vision and strategy, Caring for Ayrshire, and to do so we are committed to:

- Finding ways to invest all the resources at our disposal – people, money, time, energy, buildings and so on – in ways that create the most from what we have, and enable our vision for our staff and citizens to become a reality. Balancing the four pillars of service, people, quality and finance is mission critical to our success;
- Developing a strong 21st century leadership culture, in which our leaders are confident to flex between leading the innovation needed to reform our services, and delivering assurance and operational grip; and
- Creating a psychologically safe workplace environment that enables our teams to develop and flourish, build strong relationships grounded in our values of 'caring, safe and respectful', and makes the most of their assets, skills and experience to do their best work.

Our strategic vision – Caring for Ayrshire



The Caring for Ayrshire model acknowledges that how we currently provide health and care services in Ayrshire and Arran needs to change.

People are living longer and healthier lives. As more of us are living longer, the number of people needing care is increasing. It is vital that our health and care services evolve, to make sure we can look after more people in better, more flexible, person-centred and sustainable ways, while still providing the best quality care.

By tackling a whole system redesign we can lead the way and explore exciting and innovative ways to deliver accessible, safe and effective health and care services that are fit for the future and make best

use of the significant talents and skills of our committed health and care staff and improve the long-term health and wellbeing for our communities. The Caring for Ayrshire transformative change programme is part of a national requirement to review health and care services. It looks at all aspects of health and care from birth, to end of life, and puts the person right at the centre of care.

The proposed model takes into account the fact that 90 per cent of all health and care contacts in Ayrshire and Arran currently take place within a community setting. We will look to strengthen that local care and aim to deliver care as close to home (or homely setting) as possible, whilst also ensuring access to specialist care. We will work in partnership with our communities to support improved health and wellbeing and provide the people of Ayrshire with the right care, in the right place, at the right time.

Caring for Ayrshire will build on our effective partnership working across our communities to help make the most of our services and assets and to enable people to take more control of their own wellbeing. It incorporates care delivered within people's own homes; homely environment; primary care; health and wellbeing hubs; and acute services.

The model aims to make full use of digital solutions that can better support self-care and continued care at home, where previously this may not have been possible and will look to boost local resources through better linked-up, partnership working with third sector, voluntary and independent organisations. The vision is in line with the current development of multidisciplinary teams within GP practices who are providing better local access to pharmacists, physiotherapists, community link workers and mental health workers.

Where geography allows, stronger networks of support between groups of GP practices will be built to allow for care, such as clinics or investigations that would have traditionally been provided in hospital, to be provided closer to home. Creating roles where staff work both within a hospital and the community will also help to provide local care that is more joined up than before.

Acute hospital care will deliver emergency and planned care that focusses on specialist, complex and high risk care. It will provide 24-hour consultant led medical services, ensuring that a wide range of services are available to the local population.

Delivering the vision – Quality and Reform

NHS Ayrshire & Arran's Quality Strategy 2019-22: Excellence for Ayrshire

NHS Ayrshire & Arran has a long history of commitment, passion and achievement in quality improvement; undertaken by staff with skill and belief. NHS Ayrshire & Arran's Quality Strategy 2019-22 Excellence for Ayrshire describes our commitment to deliver quality improvement and high quality care that will enable and support delivery of our strategic objectives, and our ambition for health and care service transformation. Our strategic change principles include a clear commitment for delivery of safe, effective and person centred care as defined in the Healthcare Quality Strategy (2010) across NHS Ayrshire & Arran including our Health and Social Care Partnerships.

We have an ambitious vision that is supported at every level of the organisation where we will enable everyone in Ayrshire and Arran to improve the quality and experience of care for our communities. This vision will be realised through a coordinated and prioritised programme of interventions aimed at improving the experience of care, the health of the population, reducing the per capita cost of health care and improving staff experience.

Daring To Succeed: Delivering Excellence Through Reform

We recognised that in order to deliver our strategic vision and our commitment to the citizens of Ayrshire and Arran, we need to find ways not only to meet our challenges, but to reach beyond them and create something different that will enable us to deliver success, and to grow and thrive into the future.

For this reason we have embarked on a pioneering, ambitious and visionary programme of reform in order to deliver high quality, safe, person-centred care to every person every time from sustainable services. This is enabling us to empower and draw on the diversity, energy and experience available at all levels throughout our health and care system, so that we can problem-solve complex challenges and co-design and deliver innovation. We are achieving this through radical changes in how we organise ourselves, and we believe that this is putting the right foundations in place for our ambition and commitments to become a reality

The power we have to transform our organisation and our services is inestimable. As leaders, every one of us plays a vital role in taking our work forward, and keeping our focus on what really matters. Everything we do, whether big or small, makes a difference.

Job description

Job Details

Job Title:	Chief Executive
Grade:	Executive Level G
Health Board	NHS Ayrshire & Arran
Responsible to:	Chair of the Board of NHS Ayrshire & Arran, and as Accountable Officer to the Chief Executive of NHS Scotland
Report and Accountable to:	The Director General for Health and Social Care (and Chief Executive of NHS Scotland) of the Scottish Government Health and Social Care Directorates
Location:	Eglinton House, Ailsa Campus, Ayr

Job Purpose

- To provide overall leadership to deliver the strategic vision to achieve the healthiest life possible for everyone in Ayrshire and Arran;
- To deliver our programme of transformation, Caring for Ayrshire, and provide overall leadership and organisational direction for NHS Ayrshire and Arran health and care system through citizen focused, highly visible, clear and values based leadership;
- To lead and deliver the transformation required to reform and improve services whilst achieving financial balance;
- To reduce health inequalities and improve and protect the health of the NHS Ayrshire & Arran population through collaborative and strong partnership working with our Integrated Joint Boards, Local Authorities and Community Planning Partnerships;
- To lead the Corporate Management Team to continuously evolve the organisational culture to enable cognitive diversity to be encouraged in a psychologically safe environment.
- To continue to lead and develop high quality, safe, responsive and accessible digitally enabled care;
- To have effective relationships that build strategic partnerships, and whole system working across Ayrshire with our three Integrated Joint Boards and three Local Authority Partners;
- To engage with and ensure delivery of Regional and National sustainable health care solutions, working collaboratively with NHS Boards and ensuring full and effective stakeholder engagement and inclusion;
- To build on the aim for teaching, research and innovation and develop relationships with the University of the West of Scotland, University of Glasgow, Ayrshire College and Glasgow Caledonian University as key partners;
- As an anchor organisation, to ensure we maximise employment opportunities and develop the right skills for the future health and care workforce and maximise opportunities for employability within NHS Ayrshire & Arran as part of the Ayrshire growth deal; and

- To lead NHS Ayrshire & Arran's recovery and remobilisation from COVID-19
- To lead the development of high level, holistic strategies for health improvement and Public protection within NHS Ayrshire and Arran in line with Government policies and priorities, and integrates and deploys the resources available to the Board and the local community, in order to improve the health of the Ayrshire population.
- To provide overall leadership and direction to our Resilience function and contingency planning for NHS Ayrshire and Arran
- To champion and lead partnership working within NHS Ayrshire and Arran promoting staff engagement and participation

Dimensions

NHS Ayrshire & Arran serves a population of approximately 370,000, in a mixed urban and rural and island geography, with around 126,000 people living within our main towns across the county, Kilmarnock, Ayr and Irvine, and the remainder in the peripheral towns and small rural communities, including our islands of Arran and Cumbrae.

NHS Ayrshire & Arran has a total revenue budget of £900 million per annum and the five year capital plan is in the region of £50 million.

NHS Ayrshire & Arran employs approximately 11,145 people (9,071 wte) across all clinical and non-clinical disciplines, independent contractor comprise of 333 general practitioners, 99 community pharmacists, 285 optometrists and 187 dentists in NHS Ayrshire & Arran.

We have three Local Authorities in our Health Board area: East Ayrshire Council, North Ayrshire Council and South Ayrshire Council. NHS Ayrshire & Arran provides a range of primary care, community based and acute services. Acute services are provided principally from University Hospital Ayr and University Hospital Crosshouse. These hospitals provide a wide range of surgical, medical and diagnostic services, both elective and emergency, and University Hospital Crosshouse provides inpatient maternity and paediatric services for Ayrshire

Delivery for the range of community healthcare services and mental health and learning disabilities services is through the three Health & Social Care Partnerships in Ayrshire, which are co-terminous with our local authorities, and governed by our Integrated Joint Boards.

NHS Ayrshire and Arran works closely with the West of Scotland Region and collaborates on a range of services to ensure sustainable care for our population.

There remain health inequalities seen across Ayrshire and Arran, with high levels of deprivation across our towns which have been exacerbated during the Pandemic. These inequalities are associated with poverty, poor housing, homelessness, lack of educational opportunity and relative proximity to services.

Our Ambition and Approach

At NHS Ayrshire & Arran we are passionate about delivering excellent, sustainable health and care services that enable our citizens to live the healthiest lives possible at home for longer.

Our commitment as a health and care system is expressed in our 10-year vision and strategy, *Caring for Ayrshire*. *Caring for Ayrshire* is our Big Opportunity and is therefore the guiding star of why we're here and everything we do. You will see it expressed visually later in the pack

To deliver on our Big Opportunity, we are committed to:

- Finding ways to invest all the resources at our disposal – people, money, time, energy, buildings and so on – in ways that create the most from what we have, and enable our vision for our staff and citizens to become a reality. **Balancing the four pillars** of service, people, quality and finance is mission critical to our success;
- Developing a **strong 21st century leadership culture**, in which our leaders are confident to flex between leading the innovation needed to reform our services, and delivering assurance and operational grip; and
- Creating a **psychologically safe workplace** environment that enables our teams to develop and flourish, build strong relationships grounded in our values of 'caring, safe and respectful', and makes the most of their assets, skills and experience to do their best work.

It is increasingly clear for all health and care systems that the ways we have been doing things in the past no longer work. Our demographic has changed and continues to change rapidly. The context we operate in has changed, both locally and globally. Health and social care integration requires our systems to come together and work together in entirely new ways to those of the past, so that we can serve our citizens in the ways we believe are right. And like all health and care systems, we face significant challenges in many aspects of our work as we tackle these challenges – challenges that are multifaceted, complex and deep.

For this reason we have embarked on a pioneering, ambitious and visionary programme of reform in order to deliver excellent, sustainable services to our citizens. This is enabling us to empower and draw on the diversity, energy and experience available at all levels throughout our health and care system, so that we can problem-solve complex challenges and co-design and deliver innovation. We are achieving this through radical changes in how we organise ourselves, and we believe that this is putting the right foundations in place for our ambition and commitments to become a reality.

The core values of NHS Scotland are: care and compassion, dignity and respect; openness, honesty and responsibility; and quality and teamwork. Within NHS Ayrshire & Arran, these are translated locally as Safe, Caring and Respectful.

Embedding these values and everything we do will enable us to deliver our strategic objectives.

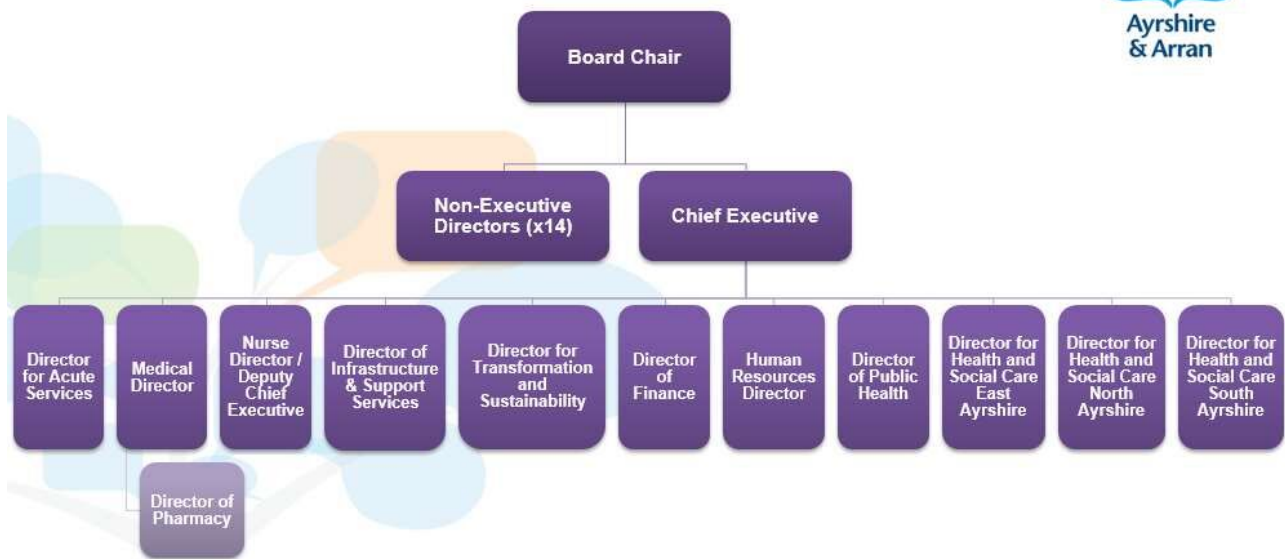
Working together we will...

- achieve our *Caring for Ayrshire* ambitions to deliver significant reform in the provision of health and social care through radical improvement and use of dynamic innovative approaches;
- create compassionate and therapeutic partnerships between patients, their families and those delivering health and care services which respect individual needs and values; and result in the people who use our services having a positive experience of care and get the outcome they expect;

- will attract, develop, support and retain our workforce creating a culture with staff wellbeing, quality and person centredness at the forefront of all we do;
- deliver better value through efficient and effective use of all resources; and
- protect and improve the health and wellbeing of the population and reduce inequalities through advocacy, prevention and anticipatory care, in particular in response to the COVID19 pandemic and the syndemic impact on our community.

Organisational Chart

Board Structure



Key Result Areas

a. Setting the tone and culture of the organisation

Outcomes:

- The ways of working in NHS Ayrshire & Arran are collaborative, integrated, and supportive with care and kindness at the centre;
- We embrace and develop a 21st century leadership focus with agility and empowerment of teams and individuals;
- A values based performance culture is embedded with a focus on learning and improvement;
- The work environment is enabling and empowering individuals to reach their full potential; and
- We welcome and encourage cognitive diversity and are inclusive and respectful and provide psychological safety for all.

b. Strategic leadership of the system, developing and delivering the board's vision in partnership, ensuring that there is ownership of improvement and transformation, and effective two way communication

Outcomes:

- Key staff and major partners understand and are motivated by the vision.
- Staff and service users actively support the vision;
- Strong organisational management grip, supported by a system of performance management and delivery;
- Clear organisational alignment and understanding;
- Staff understand how their personal objectives are connected to the vision;
- Clear evidence that change and redesign projects have actually delivered results;
- Promoting and recognising the importance of people in delivering the vision;
- Models the belief in the value of people in practice through consistent positive behaviours;
- All staff are motivated and encouraged to work in partnership and are valued for their contribution;
- Increasing organisational capacity, through workforce development and ensuring there are robust links to service strategy, performance management and planning.
- Strong clinical leadership and engagement in the delivery of safe and effective services; and
- Embed our People Strategy commitments to attract, retain, support and develop our people in our desire to be an Exemplar Employer.

c. Providing clear strategic direction to the leadership and across the organisation, ensuring focus on the delivery of the key result areas

Outcomes:

- Health and social care is delivered seamlessly to the population of Ayrshire working in collaboration with partners;
- Transformation of services takes place within financial budgets delivering best outcome and value for money and maximising opportunities for improvement and innovation;
- Delivery of the board's Annual Operational Plan and key performance targets agreed with Scottish Government, and ensuring resources are allocated through robust processes, meeting the governance requirements of public accountability, ensuring that statutory and financial duties and obligations are met;
- Delivery of key strategic imperatives including the acceleration of Caring for Ayrshire strategic vision; the effective remobilisation of services in response to COVID 19 whilst making substantial and sustainable improvements in safety and quality;
- Improved health in the population, addressing health inequalities and ensuring access to quality services for the diverse communities of Ayrshire;
- The organisation is transparent in its decision making processes and how conflict is managed and resolved; and
- An empowered workforce delivering against the organisation's strategic objectives and support for staff to participate fully in reform

d. Demonstrates and exemplifies positive behaviours and attitudes as a key role model to others across the system in line with NHS Ayrshire and Arran's values.

Outcomes:

- Being what we say we are, inspiring trust and respect;
- Managed risks are taken to achieve successful outcomes, innovation, creativity and diversity of views are encouraged and nurtured;

- Highly participative and engaging leadership approach; comfortable with challenge and divergent views and facilitates consensus and co-ownership of solutions, challenges in a respectful and constructive style;
- Consistently ensures that leaders in the organisation behave in alignment with the vision, culture and values even in difficult and demanding situations;
- Direct and constructive feedback is provided to Leaders across the system whilst ensuring support for them to build their resilience;
- Promotes and actively encourages human connection and visible leadership across the organisation, connecting leaders with front line staff; and
- Consistently demonstrates and encourages equality, diversity and inclusion

e. Actively promoting dialogue, engagement and involvement with the public, patients, press and politicians

Outcomes:

- Communicates the Board's vision effectively, powerfully and consistently as an ambassador for the Board, inspiring public confidence;
- Ownership of important decisions is built by involving others in developing the options, participation in the decision-making process, in particular through empowering the community;
- Networks continue to be established and built upon with the community, public sector partners, private sector, politicians and press; and
- Proactive and supportive press coverage (as far as is reasonably practicable).
- Healthy and regular public dialogue.

f. Strategic management of external relations at a local, regional and national level.

- Working with regional partners, particularly in the West of Scotland to deliver sustainable services for the population of Ayrshire and the West;
- Leading, on behalf of NHS Scotland, agreed national initiatives and participating in national fora, including the National Chief Executives Group and other key committees;
- Responding to the requirements of the Scottish Government and Scottish Parliament, including the Health and Sport Committee and the Public Audit and Post- Legislative Scrutiny Committee of the Scottish Parliament;
- Engaging internationally, for example with the Institute for Healthcare Improvement (IHI) to seek world class solutions for local issues;
- Developing strong local and regional partnerships for the benefit of the Ayrshire population, including Local Authorities, Community Planning Partners, third sector voluntary agencies and private sector organisations, Universities and Colleges, Special Health Boards, Police; etc. in order to influence the wider agenda. The Chief Executive will be expected to devote significant time to developing and maintaining external relationships locally, regionally and nationally;
- Initiates and facilitates effective alliances;
- Creates strong strategies for influencing agendas of external bodies, which will deliver long term health improvements; and
- Integrated local plans are aligned with Regional and National plans.

g. Horizon scanning for trends and anticipating those policy issues that will impact upon the strategic direction of the system.

Outcomes:

- Ayrshire is appropriately involved at National level in the development of Health and Social Care policy;
- Partner organisations actively seek involvement of Health in their strategic deliberations;
- Fuller understanding of impact of policy landscape to inform better quality strategic choices;
- Trends, obstacles, opportunities and risks are identified which could impact on the local system; and
- Respond timeously and appropriately to unprecedented situations.

Assignment and Review of Work

Whilst the Scottish Government sets the general strategic direction and key targets and performance indicators for the NHS in Scotland, there is also a unique agenda across NHS Ayrshire and Arran which requires innovative leadership, clear strategies, plans, objectives and robust decision making in the context of national, regional and local clinical, financial and capital planning.

There is substantial scope for strategic and innovative thinking and action within the overall strategic direction. The Chief Executive operates within the framework of standing financial instructions and is accountable to the NHS Ayrshire and Arran Board Chair and the Director General Health and Social Care/Chief Executive for NHS Scotland.

The Chief Executive is responsible for all funds entrusted to NHS Ayrshire and Arran to ensure that the Board's resources are allocated and managed to achieve best value and optimum impact on the health and wellbeing of the local population, whilst meeting the governance requirements of public accountability.

The Chief Executive is accountable for the delivery of nationally set targets and goals and has considerable freedom to establish local systems and processes through which those targets are delivered.

Review of performance will be through the agreement of objectives and individual performance appraisal by the Chair of the Board, reviewed by 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 with the NHS Board Chair.

Communication and Working Relationships

The post-holder will communicate with a wide range of senior clinical and non-clinical staff in NHS Ayrshire and Arran, the wider NHS in Scotland and beyond, and with senior officials of external organisations. Excellent communication skills are required in order to persuade others and influence the implementation of change. Strong presentational skills are required as is the ability to express views convincingly and coherently using a variety of media. Excluding the Chair and his/her subordinates within NHS Ayrshire and Arran, the following are key working relationships with examples of the purposes of these contacts.

- With non-executive directors of NHS Ayrshire and Arran and in particular the members of the Board's governance committees to ensure the provision of

information and support to enable them to effectively fulfil their roles as non-executives;

- With other members of the Corporate Management Team, senior managers and senior clinical staff within NHS Ayrshire and Arran to deliver the Board's objectives within a framework of governance;
- With executive directors of neighbouring NHS systems to ensure NHS Ayrshire & Arran representation in regional planning of services;
- With the DG Health/Chief Executive for NHS Scotland and other members of the management board and senior staff of the Scottish Government Health and Social Care Directorates to ensure high level input to national working groups, and initiatives ensuring NHS Ayrshire & Arran is represented in discussions relating to service strategy;
- With representatives of local government, voluntary and independent sector agencies and private sector organisations to ensure NHS Ayrshire and Arran representation in discussions in relation to improving public health and clinical issues arising from a joint service provision;
- With MPs/MSPs/public/patient representatives/ etc. in order to impart information about or respond to questions or concerns about clinical issues within NHS Ayrshire & Arran and to support patient/public engagement.
- With the media in order to respond to media questions about matters pertaining to clinical services in NHS Ayrshire & Arran; and
- With national and local representatives of staff side/partnership/professional organisations.

Most Challenging Part of the Job

The Chief Executive must ensure that NHS Ayrshire and Arran achieves balance across our four pillars of quality, finance, people and service in delivering our strategic objectives and vision.

Developing a citizen focused and high participation culture with our citizens and workforce to support the transformation of health and care that fully involves patients, communities and citizens in modernising health and care

Delivering transformation and the achievement of our "Caring for Ayrshire" vision, underpinned by integrated working across our hospital and care services, embedding new, innovative and sometimes radically different ways of tackling complex health and service delivery issues, within the current challenging financial context. These will entail involvement and commitment from a wide range of stakeholders and the integration of their contributions must largely be achieved through persuasion and facilitation.

Building on a strong foundation of integration, the postholder will need to engage and influence across and beyond health and care boundaries to deliver the reform of health and care to deliver health services for the future. A whole system leadership approach is fundamental to embedding health and social care integration.

Delivering a financially balanced budget and embedding financial efficiency and achieving financial improvement and efficiencies within NHS Ayrshire and Arran through a performance management and quality focus.

Enhancing and maturing our organisational values and continuing to support the culture and environment of psychological safety, learning and improvement

Person specification

Competence	Essential	Desirable
Qualifications & training	<p>Educated to Graduate and Postgraduate level or equivalent</p> <p>Evidence of continuous professional development</p>	Management qualification
Leadership	<p>Significant and demonstrable leadership experience at a senior strategic decision level</p> <p>Evidence-based track record of leading and delivering transformational change in a complex healthcare system or similar</p> <p>A resilient and inspirational leader with integrity at their core, able to create a clear sense of purpose and to be inclusive of other stakeholders</p> <p>Ability to communicate an inspiring vision and to empower staff</p>	
Policy, Strategy & Performance	<p>The ability to create and drive a sustainable organisation vision and strategy putting service users at the centre</p> <p>Understanding and experience of working within political/national policy context and the ability to manage delivery, governance and assurance in that context.</p> <p>Experience of working effectively with Government officials, Board members and frontline staff with an ability to operationalise strategy for staff, patients and other stakeholders.</p> <p>Evidence of improving organisational performance through implementing a systematic approach to delivery and transformation based on collaboration and co-production with key partners.</p>	Experience of influencing policy at a regional and/or national level.
Building & Influencing Culture	<p>Demonstrates ethics, values and personal qualities consistent with the vision, culture and values of NHS Scotland and NHS Ayrshire & Arran</p> <p>Evidence of leading and inspiring system change and integrated working in an inclusive and highly participative way where organisational values are integral to care delivery and service improvement.</p>	

NHS Scotland Core Leadership Competencies

Core Competency	Examples of performance criteria / related behaviours
1. Strategic Focus	<ul style="list-style-type: none"> • Understands the vision of the organisation and their role in achieving this. • Sets longer terms plans and develops contingencies. • Understands external environment and its potential impact. • Is aware of relevant National and Local initiatives, imperatives and factors influencing local health service provision. • Translates broad strategies into specific objectives and action plans. • Aligns resources, processes and systems to support strategic priorities.
2. Collaborative / Partnership Approach	<ul style="list-style-type: none"> • Promotes collaboration and teamwork across organisational boundaries. • Creates an open, team environment where differences can be discussed constructively. • A balanced view of conflicting perspectives is established. • Cultivates an active network of relationships inside and outside the organisation. • Understands current power and political relationships. • Recognises and responds to the concerns of others and takes a systematic approach to the development and maintenance of effective partnership working. • Has a sound understanding of multi-agency influencing and decision making protocols.
3. Achieving results and making decisions	<ul style="list-style-type: none"> • Key accountabilities, judgement and decisions are accepted and acted upon. • Sets and pursues appropriate goals for self and service. • Is committed to achieving results and demonstrates a strong commitment to organisation success. • Manages stakeholder expectations to achieve results. • Reviews key indicators and uses management systems to monitor progress. • Demonstrates a creative approach to problem solving. • Able to work effectively under pressure. • Important issues in a complex situation and their implications are identified.
4. Managing resources	<ul style="list-style-type: none"> • Recognises and capitalises on staff strengths and abilities. • Engages staff in understanding all decisions affecting them. • Establishes clear objectives and results for all staff. • Develops staff to achieve. • Assigns clear authority and accountability. • Aware of employee issues and responds appropriately. • Aligns available resources to agreed service priorities. • Delivers financial responsibilities and develops contingencies.
5. Interpersonal approach	<ul style="list-style-type: none"> • Promotes ideas and proposals persuasively; provides compelling rationales. • Shapes stakeholder opinions and negotiates win/win solutions. • Builds a broad base of support among key decision makers and influencers. • A balanced approach which demonstrates both empathy and a focus on facts, problems and solutions is maintained when handling emotional situations.

6. Change and improvement	<ul style="list-style-type: none"> • Champions new initiatives and service redesign. • Stimulates and develops innovative ideas and improvements based on accurate data. • Challenges status quo and resistance. • Prepares others to understand and accept change. • Is proactive, utilising intelligence to support proposals. • Is recognised as an enabler of change. • Demonstrates resilience to continuous/ concurrent change. • Able to make hard decisions when implementing change. • Works well with ambiguity or impartial data. • Is flexible and adaptable.
7. Professional development	<ul style="list-style-type: none"> • Areas for development are identified through reflection and appropriate strategies pursued to improve performance. • Area of strength are recognised and consistently applied. • Constructive feedback is sought and acted upon to improve professional performance.
8. Respects diversity	<ul style="list-style-type: none"> • Supports and enables fair treatment and equal opportunity for all. • Establishes an environment where staff are comfortable raising issues or concerns. • Challenges inappropriate behaviour and prejudice effectively. • Managing people on an individual basis. • Fostering relationships with people who have different views. • Actively mentors and coaches staff and colleagues. • Recruits and develops talent from all backgrounds. • Actively seeks and applies diverse views and perspectives • Applies employee policies in a constructive way for all staff. • Uses inclusive language. • Applies inequalities sensitive approach to service delivery.
9. Governance	<ul style="list-style-type: none"> • Maintains focus on strategic issues and priorities to ensure required organisational performance is achieved. • Monitors organisational performance and exercises accountability for results. • Makes and supports decisions that support effective financial, clinical and employee results. • Ensures organisation fulfils its financial, clinical and staff responsibilities. • Examines and defines factors that could adversely affect performance or delivery of committed activities. • Ensures compliance with statutory or policy obligations. • Quantified and assigns probabilities to risks and opportunities (level and likelihood).

Summary of terms and conditions of employment

General

The terms and conditions of service for this post are subject to direction by the Scottish Government.

Remuneration

Executive Level Grade G ranging from £105,598 to £142,179 per annum. Entry point on the salary scale will take account of previous experience. Performance management arrangements and pay progression are subject to direction by the Scottish Ministers as set out in NHS HDL (2007)15 and guidance from the Scottish Government Health Directorate.

Hours of work

This post is full-time. Staff holding executive office should be prepared to work such hours as are necessary for the full performance of their duties and responsibilities. For pay purposes, the working week will be 37.5 hours per week.

Annual leave

Annual leave entitlement is 27 days per year on commencement, rising to 29 days after 5 years' service, and 33 days after 10 years' service. There are also eight fixed public holidays each year. The annual leave year runs from 1 April to 31 March.

Pension scheme

The appointment is superannuable under the NHS (Scotland) Superannuable Scheme, unless you opt out in favour of some other scheme or are ineligible to join. Your remuneration will be subject to deduction of superannuable contributions in accordance with the scheme. Costs and contributions as well as benefits are available on the SPPA website: www.sppa.gov.uk

Sick pay

Sickness allowance depends on the length of continuous service and is on a scale ranging from one month's full pay plus two months' half pay during the first year of service, up to six months' full pay plus six months' half pay after completing five years of service.

Relocation

Relocation expenses will be payable to the successful candidate in accordance with the Board's policy. NHS Ayrshire and Arran will pay up to £12,000 towards all expenses incurred, however, any amount in excess of £8,000 is subject to Income Tax, payable by the employee at source.

Motor Vehicle Provision

There may be provision for a leased car.

How to apply and the selection process

The Job Description and Person Specification are designed to inform applicants of the essential and desirable criteria – qualifications, experience, skills and personal attributes - which are sought in the appointment of the Chief Executive.

Assessment against these criteria, as well as the NHS Core Leadership Competencies will inform the recruitment and selection process for the appointment.

Candidates who fit the criteria outlined within the job description and the person specification will be invited for an interview with Eden Scott. Selected candidates will then enter the mandatory NHS Scotland assessment process.

This selection process will be in accordance with the NHS Scotland Values Based Approach to the recruitment of all appointments at Chief Executive, Executive Director, Director and the other next level immediate direct line reports to the Chief Executive. While it remains the responsibility of individual NHS Boards to carry out recruitment to the Executive Cohort, this will be done in line with the guidance contained with Values Based Recruitment Process for NHS Board Executive level appointments.

The selection process will include:

- An initial interview with Eden Scott to assess suitability and to provide candidates with an opportunity to obtain additional information relating to the role;
- Assessment Centre – shortlisted candidates will be asked to participate in a behavioural assessment exercises prior to interview, which will be used to inform the selection process;
- Stakeholder Event – this exercise will involve candidates engaging with a number of Director colleagues; and
- Values Based Competency Interview.

To apply for this role contact Sarah Gracie on 07999 421314 or email your CV directly to sarah.gracie@edenscott.com.

For further information see: <https://www.edenscott.com/client-campaigns/nhs-ayrshire-and-arran>

The recruitment timeline is as follows:

- Closing date for applications is 9th August 2021
- Shortlisted candidates will be invited to participate in an Assessment Centre week commencing 23rd August 2021
- Stakeholder engagement event will be held on 6th September 2021
- Final panel will take place on 7th September 2021

It is intended candidates will participate in both the stakeholder event and panel interview on a face to face basis with appropriate social distancing, however, this is subject to applicable Scottish Government guidance.

Useful weblinks

NHS Ayrshire & Arran



NHS Ayrshire & Arran website: <https://www.nhsaaa.net/>

Finance

- Revenue Plan 2021/22 – <https://www.nhsaaa.net/media/10483/2021-03-29-bm-p23-revenue-plan.pdf>
- Capital plan 2021/22 <https://www.nhsaaa.net/media/10462/2021-03-29-bm-p24-capital-investment-plan-2021-22.pdf>

Quality Strategy

- <https://www.nhsaaa.net/media/8286/20191217nhs-ayrshire-arran-quality-strategy-v070.pdf>

Health & Social Care Partnership (H&SCP) Websites

East Ayrshire H&SCP



<https://www.east-ayrshire.gov.uk/SocialCareAndHealth/East-Ayrshire-Health-and-Social-Care-Partnership/Health-and-Social-Care-Partnership.aspx>

North Ayrshire H&SCP



<http://nahscp.org>

South Ayrshire H&SCP



<https://www.south-ayrshire.gov.uk/health-social-care-partnership>

NHSScotland



Scotland's Health on the Web (SHOW) - <https://www.scot.nhs.uk/>