

# JOB PACK

## PMO Senior Finance Manager

(AfC Band 8A)

March 2022

Make a difference  
in Fife



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# Message from the Finance Senior Leadership Team

## Welcome

Thank you for your interest to be our first Programme Management Office (PMO) Senior Finance Manager. This is a newly created post within NHS Fife, and we are offering a rewarding opportunity to work collaboratively across the organisation with Project managers, Senior Managers and Clinicians to plan and support the delivery of the finance improvement programmes. If you relish a challenge, and have a passion for making a difference, then the NHS Fife will provide a great opportunity for you to realise your potential. We are a forward-thinking Health Board, constantly seeking to deliver high performance with a focus on quality, person-centred care, and innovative services.

NHS Fife is committed to delivering both clinical sustainable and financially viable services. As a member of the PMO team you will have a finance leadership role to help support and deliver our cost improvement programme, identify opportunities for savings and efficiencies, give financial challenge to ideas and proposals and provide robust monitoring and reporting of benefits as they are secured and achieved.

Reporting to the Deputy Director of Finance you will be a key member of the Finance Senior Management Team. This highly visible role requires an individual who is resilient, has tactical skills and can demonstrate knowledge and experience of NHS Health Services and Systems. This role offers the opportunity to contribute to the development of medium and longer term financial strategies for NHS Fife.

We are ambitious in terms of our programme of work but are realistic in respect of the challenges we face. If you feel you would have an impact in this role and you are innovative with a passion to improve the quality and efficiency of services working in partnership with operational teams then we look forward to hearing from you.

If you would like to find out more about this post before applying, you can contact:

Maxine Michie, Deputy Director of Finance, NHS Fife, on 01592 729645, or by email: [maxine.michie@nhs.scot](mailto:maxine.michie@nhs.scot).



Revenue budget allocated to Health Board: c. £750m  
Capital budget allocated to Health Board: c. £7m  
Finance Department Staff: c. 100 WTE

## Role of the department

The Finance Department supports the effective and efficient management of public monies allocated to NHS Fife in accordance with the Strategic Health Plan. The PMO, Planning and Performance Team sits under the Director of Finance and Strategy and provides support to the NHS Fife's Board and Executive Team.

- The Finance Directorate is responsible for ensuring that Financial Governance is maintained throughout the complex organisation. This is achieved through providing the Financial Planning, Management accounting, Financial Accounting, Financial Transaction and Internal Audit services to the Board.
- The Finance Directorate is responsible for: the provision of financial advice and guidance required for effective corporate management and strategic and operational decision-making, in both the short and medium term; a high quality, fit for purpose, procurement service and a high quality, fit for purpose, payroll and expenses service. The Department is also responsible for the provision of information underpinning NHS Fife's public accountability for stewardship of its funds and providing advice and information to secure effective planning and delivery of investments in service improvements and organisational change.
- To provide PMO support to key strategic priorities in line with the corporate objectives by ensuring a standardised approach to the management of programmes and projects, Providing Quality Improvement expertise to the organisation through the PMO and delivery of the strategic priorities including support and training of staff on Quality Improvement methodology.

## Key result areas

- Lead finance role in developing the financial reporting framework for the PMO function. Responsible for preparing, developing and subsequent overseeing of budgets, providing professional financial advice to managers and highlighting risks and opportunities to them as required.
- Work with clinical and operational teams to provide analytical support, (financial, qualitative, and quantitative) to develop and refine the board's cost improvement programme (CIP), and also be responsible for the design and adaption of information systems on an ongoing basis.
- Lead on development of regular and ad hoc management information reports to support decision making, performance planning and evaluation.
- Lead development of robust financial plans/modelling of initiatives associated with CIP workstreams, monitoring the efficiency target achievement.
- Lead on the development of policies and procedures within the Programme Management Office that will impact across the whole organisation.
- Analyse highly complex and multiple financial reports identifying variances and actions as well as projection to support delivery of financial plans and achievement of targets.
- Identify financial risks and issues regarding any CIP workstream and lead on discussions

with stakeholders to devise solutions.

- Provide expertise on benefits quantification and tracking on behalf of the PMO, ensuring that outputs and cost benefits are defined within the overall scope of projects, are delivered on time and to the required quality standard.
- Receive, process, summarise, interpret and communicate effectively highly complex, sensitive and contentious information where there may be barriers to acceptance and resistance to change in a highly pressured or hesitant environment.
- Support the workstream Senior Responsible Officers with the provision of high quality programme financial management and reporting services for meetings as required including the Population Health and Wellbeing Portfolio Board.
- Lead on the qualitative and quantitative analysis and post project audit as part of the benefits realisation process.
- Ensure any changes to programmes and projects are correctly managed and the impact of any changes are assessed, recorded, and reported appropriately.
- Support the Head of PMO to establish an effective programme risk management framework.
- Support the Head of PMO in the ongoing risk management, monitoring and implementation of the CIP programme to ensure the CIP benefits are realised.
- Support the Head of PMO, Programme Leads, Managers and SROs to resolve and mitigate any challenges, risks and issues.
- Provide assurance on the quality of the analytics within the CIPS. This will require influence and negotiation with services on further information or evidence of success for delivery of schemes.
- Lead as a source of highly specialist finance knowledge on projects, preparing reports, briefings etc for stakeholders/management as required.
- The postholder will plan and organise a broad range of complex activities for projects that impact across the department and contribute towards medium and long term financial strategy.
- Lead on the work to ensure the project and programme financials align with finance directorate processes monthly in respect of correct phasing of delivery of financial benefits.
- Represent NHS Fife on relevant national committees.
- Ensure all functions are carried out to a high standard and are compliant with regulations, professional accounting standards and Standing Financial Instructions.
- Contribute to and support the development and implementation of business and financial strategies, policies and procedures in line with overall NHS Fife strategies to secure financial stability in both short and long-term plans.

## Assignment and Review of Work

The post is directly accountable to the Deputy Director of Finance and will work with the PMO team. The postholder will be expected to work with a significant level of autonomy in a self-directed manner, guided by their own expertise, industry standards and well-established organisational or occupational policies such as the Standing Financial Instructions. Direction can be obtained from the Deputy Director of Finance and Head of PMO when required. The post holder is required to prioritise workload to ensure all the demands of the organisation are understood and all necessary deadlines are met.

Objectives will be agreed annually with the Deputy Director of Finance in consideration with the Head of PMO. The postholder is responsible for ensuring delivery of those objectives within the obligations of the post and has considerable freedom to decide how these objectives are

delivered and met. A number of the timescales are predetermined by the control environment e.g. monthly and annual planning and reporting cycles. The post holder is expected to demonstrate a high degree of expertise in the provision of advice, including stakeholder involvement and problem resolution. The postholder will be self-initiated in response to known strategic, operational and reporting requirements. Working proactively with clinical and operational colleagues to manage these issues where there may be no precedent for action with sufficient freedom to act giving encouragement to the pursuit of innovation.

## Decisions and Judgements

- Decisions will require to be made where no departmental policies and procedures exist.
- Expected to manage objectives autonomously.
- Analysis and interpretation of external benchmarking data (where available and relevant) to determine potential opportunities for efficiency.
- Requirement to make judgements on financial decisions and financial risk where there is no precedent and where other leading opinions may conflict.
- Required on own initiative to develop and produce reports for a range of groups across NHS Fife.
- Required to work autonomously, guided by national policy and regulations and taking into account agreed departmental and organisational priorities, interpreting how these apply to your own work.
- High level of personal and professional responsibility to stakeholders (including senior management and clinicians).

## Most Challenging/Difficult Parts of the Job

- Building and developing business relationships, commanding business respect and having the self-confidence to challenge business colleagues to deliver exceptional business value.
- Managing workload within time constraints, considerable flexibility is required, adjusting priorities to meet department reporting deadlines.
- The post holder is required to make clear and concise decisions quickly based upon the information received, knowledge of the area involved and using experience a professional judgement to achieve the optimum outcome.
- Analysing frequent highly complex problems relating to business case production and analysis.
- Knowing and understanding the business of NHS Fife, as well as the financial context, and understanding the non financial challenges.
- Using technical expertise and connectivity to stimulate behaviours within service areas and across NHS Fife, which support achievement of strategic and operational objectives.
- Ongoing responsibility to provide specialist training to finance and non-finance staff on project management functions.
- Developing and maintaining effective working relationships and professional respect with

managers and clinicians who have competing priorities, in order to convey the importance of achieving financial targets and to influence decision making with credibility, and sound evidence base.

- As a member of the wider Senior Finance Team, support, develop and implement a continuous improvement culture within the Directorate whilst managing a diverse and complex portfolio.

## Communications and Working Relationships

The post holder will routinely receive and provide highly complex, and highly sensitive or highly contentious information as part of their normal duties and will be expected to ensure this information is understood, such as when advising non-finance managers on financial issues or assisting with or investigating complex financial queries.

The post holder is expected to have well developed persuasive, motivational and influencing skills required when dealing with groups of individuals with conflicting priorities, and to be able to present and express highly complex financial information clearly and coherently to both finance and non-finance staff.

Significant involvement in partnership working with a range of partners/stakeholders. The post holder will be involved in issues over a wide range of activities and must be able to adapt communication style to suit each activity/staff group.

The post holder is required to possess excellent interpersonal and communication skills and to develop and maintain highly effective working relationships at a variety of internal and external levels and across a wide range of disciplines.

## Equipment, Machinery and Systems

Use of a PC for generating information and reports, communicating via email, maintaining an electronic diary and use of internet / intranet.

IT systems and software packages extensively used include the following:

- Microsoft Windows – PC operating system
- CEDAR e-Financials – The core Financial Management system used for recording ledger transactions and maintaining the financial coding structure.
- Business Objects – A Financial Management Reporting tool, which enables the production of system-generated financial reports.
- Adobe Acrobat – Software application mainly used to link with Business Objects to produce stand alone financial reports which can be emailed to budget holders etc.
- Microsoft Excel and Word – Frequent use with varying levels of complexity. A high level of proficiency is required to enable the post holder to manage large amounts of data, prepare accurate reports or tables and produce meaningful and well presented reports.
- Microsoft Power-point and Access – A working knowledge is required for these software applications although usage is generally less regular than those above.

- Internet – Used to access Scottish Executive, Scottish Parliament and other NHS Board websites for healthcare planning.
- Intranet – hosting local strategies, policies and procedures.

The post holder will be required to record and store information on a shared IT network and has responsibility for the creation and maintenance of records in accordance with NHS Fife policy and the Data protection Act (1998).

## Physical, Mental, Emotional, and Environmental Demands of the Job

- Requirement for speed, accuracy and attention to detail that reporting and modelling work involves. Whilst the office environment is relatively comfortable there can be prolonged periods of exposure to VDU/keyboard in combination with the concentration and thinking that the role involves.
- There will be some travel requirements to attend meetings both within and outwith Fife.
- Frequent requirement for prolonged periods of concentration when producing and delivering financial reports, presentations, analysing highly complex data and conducting/participating in meetings
- Potentially frequent interruptions and unpredictable demands that will require the post holder to change what they are doing at short notice to attend to other business.
- Requirement to maintain strategic overview of related health planning whilst working across a range of agencies and organisations with different cultures, practices and priorities.
- Understanding and shaping the complex interdependencies and resource conflicts between local and national plans and strategies over multiple timescales.
- Requirement to maintain diplomacy and pragmatism when dealing with other agencies and organisations and internally within the NHS.
- Competing demands and strict deadlines are part of daily work as are frequently dealing with complex, sensitive and contentious issues all of which can be extremely or highly difficult to deal with.
- The post holder will require to simultaneously manage a number of complex tasks to meet competing deadlines sometimes involving uncertainty and determining their impact across the organisation.
- High degree of personal resilience especially in relation to the interpretation and application of complex policies and decisions, often at times of significant organisational change and in a politically driven environment.

## Knowledge, Training and Experience required to do the job

- Will be a fully CCAB Qualified Accountant with at least 5 years' experience in health or other complex multi disciplinary organisation or will have 10 years relevant experience at a senior level.

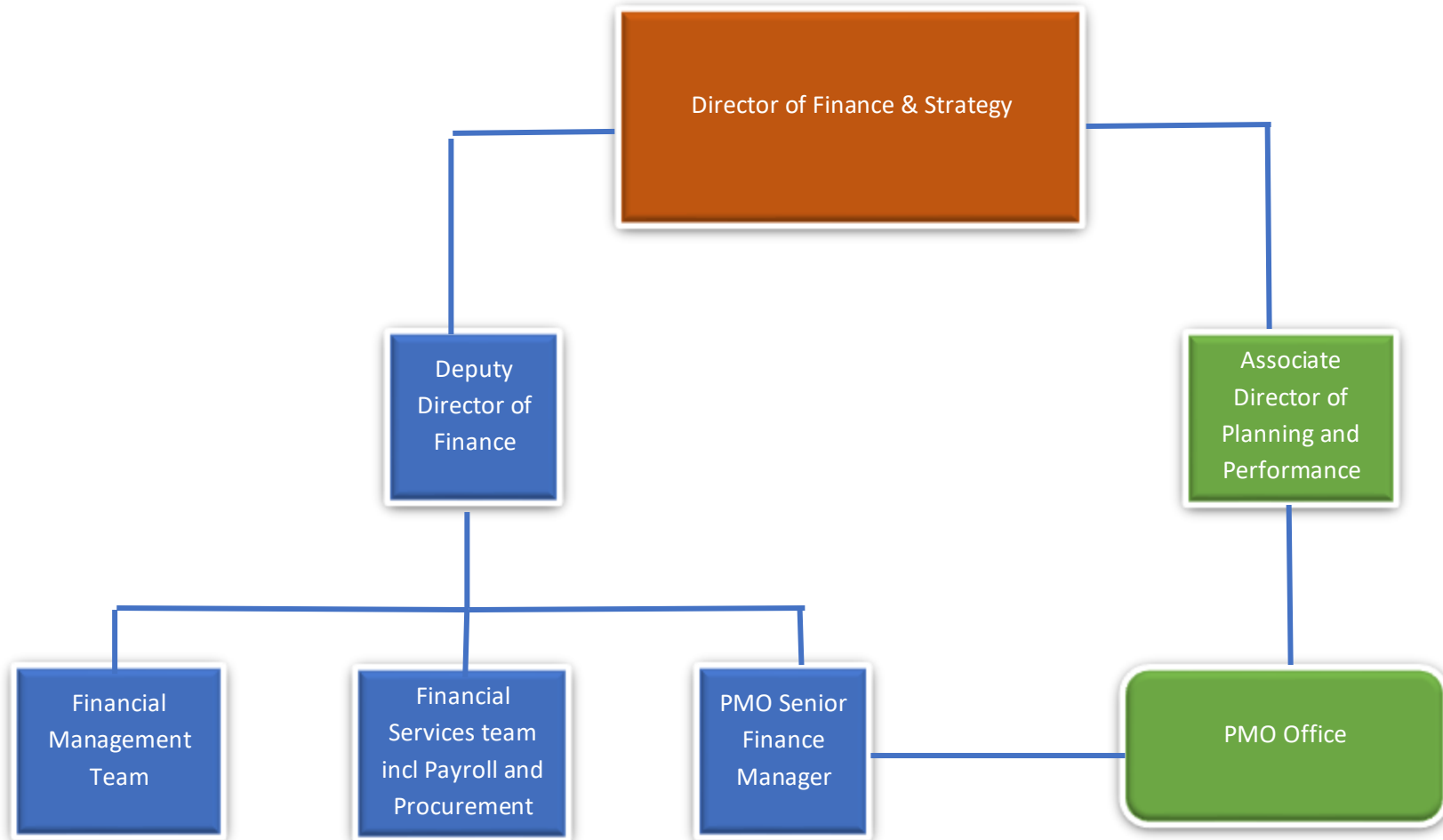
- Will have evidence of Continuing Professional Development.
- Will require specialist knowledge of accounting concepts, conventions, policies and procedures and the requirements of the NHS financial regime and the legislative framework within which it operates.
- Will have experience of interpreting and reporting on highly complex financial information and providing advice to multi-disciplinary teams using specialist knowledge of the application of accounting standards and financial policy.
- Will have highly developed specialist knowledge on financial and accounting standards, financial aspects of NHS legislation and finance policies, underpinned by theory and experience that will support the programme management office function.
- Will have proven analytical ability with a track record in general or senior management within a complex, multi-disciplinary public or private organisation, including experience of project management.
- Will have excellent interpersonal, presentation and communication skills, and strong leadership, management experience and motivational skills.
- Will have experience of contributing to achievement of strategy and policy development and implementation.
- Will have the ability to negotiate, persuade and influence others, at all levels within the organisation. This includes effective communication of complex financial issues within situations which are potentially hostile and where opposing views are strongly expressed.
- Will be self-motivated, able to work without supervision, using own initiative to complete tasks.
- Will be IT literate, especially familiarity with computer based financial ledgers and well-developed spreadsheet and word processing skills.

# Person Specification

	<b>ESSENTIAL*</b>	<b>DESIRABLE*</b>	<b>MEASURE*</b>
<b>Experience</b>	<ul style="list-style-type: none"> <li>• Relevant experience within a complex organisation with demonstrable experience in a financial management role</li> <li>• Experience in project management supporting, developing, and implementing projects within a health service setting.</li> <li>• Experience of working across a range of sectors, disciplines and stakeholders and demonstrate ability to communicate at all levels.</li> <li>• Ability to multi task across various complex programmes simultaneously.</li> <li>• Track record of working under pressure and using own initiative.</li> <li>• Experience of confident presentation of financial information and reports to a range of stakeholders across the organisation.</li> </ul>	<ul style="list-style-type: none"> <li>• Knowledge &amp; experience of suitable project management methodology such as but not restricted to Prince 2, Lean.</li> </ul>	Application form and interview
<b>Qualifications/ Training</b>	<ul style="list-style-type: none"> <li>• Qualified Accountant or can demonstrate significant relevant experience in a health service or related discipline.</li> <li>• Evidence of continuous professional development</li> </ul>	<ul style="list-style-type: none"> <li>• Postgraduate qualification</li> </ul>	Application form
<b>Knowledge</b>	<ul style="list-style-type: none"> <li>• Specialist knowledge of Health related business and financial areas</li> <li>• Specialist knowledge of the NHS Financial regime and the legislative framework with which it works within</li> <li>• Specialist knowledge on financial and accounting standards and finance aspects of NHS Legislation and finance policies</li> </ul>	<ul style="list-style-type: none"> <li>• Understanding of NHS Quality and Improvement Framework</li> </ul>	Interview

	<b>ESSENTIAL*</b>	<b>DESIRABLE*</b>	<b>MEASURE*</b>
	<ul style="list-style-type: none"> <li>Knowledge of the strategic direction on NHS Scotland in relation to Finance Policy</li> </ul>		
<b>Skills</b>	<ul style="list-style-type: none"> <li>Excellent Communication skills.</li> <li>Highly effective interpersonal skills, including negotiation and influencing skills.</li> <li>Ability to take responsibility and make decisions.</li> <li>Highly skilled in analytical reviews and techniques,</li> <li>Proficient in the use of information technology,</li> </ul>	<ul style="list-style-type: none"> <li>Project management</li> <li>Knowledge and use of Discovery</li> </ul>	Application form and interview
<b>Aptitude</b>	<ul style="list-style-type: none"> <li>Self-motivated</li> <li>Effective leader</li> <li>Patient focused</li> <li>Team player</li> <li>Demonstrate ethics, values and personal qualities / behaviours consistent with the vision, culture and values of NHS Fife</li> </ul>		Interview

# Organisational Chart – Finance Directorate



# NHS Fife – Our vision, mission, and values

## Our vision

The people of Fife live long and healthy lives

## Our mission

Transforming Health and Care in Fife to be the best

## Our values

Care and compassion

Dignity and respect

Openness, honesty, and responsibility

Quality and teamwork

# NHS Fife – our priorities

## Our corporate objectives

### Person-centred:

- Listen to what matters to you
- Design services in partnership with service users, carers, and communities
- Give you choices and information
- Create environments that encourage caring and positive outcomes for all
- Develop and redesign services that put patients first supporting independent living and self-management

### Clinically excellence:

- Work with individuals to receive the best care possible
- Ensure there is no avoidable harm
- Achieve and maintain quality standards
- Ensure environment is clean, tidy, well maintained, safe and something to be proud of
- Embed patient safety consistently across all aspects of healthcare provision

### Sustainable:

- Optimise resource for health and wellbeing
- Ensure cost effective and within budget
- Increase efficiency and Reduce Waste
- Service redesign will ensure cost effective, lean and minimise adverse variation
- Optimise use of property and assets with our partners

### Exemplar employer:

- Create time and space for continuous learning
- Listen to and involve staff at all levels
- Give staff skills, resources and equipment required for the job
- Encourage staff to be ambassadors for Health and Social Care in Fife
- Create high performing multidisciplinary teams through education and development
- Equip people to be the best leaders

# National context

## Quality healthcare

Annually the Scottish Government sets NHS Boards with performance targets to ensure that resources made available to them are directed at areas which are a priority for improvement and are consistent with the Scottish Government's Purpose and National Outcomes. These targets are focused on Health Improvement, Efficiency, Access, and Treatment (also known as HEAT targets).

## Working in partnership with Local Authorities and the Third Sector

NHS Scotland works in partnership with local authorities and the Third Sector to achieve a healthier Scotland. "The Quality Strategy provides NHS Scotland with a basis on which partnerships such as the aforementioned can be formed.

This is done through Community Planning Partnerships which secures progress towards a number of strategic priorities, and the outcomes agreed locally and nationally through the National Performance Framework.

- Caring and compassionate staff and services.
- Clear communication and explanation about conditions and treatment.
- Effective collaboration between clinicians, patients, and others.
- A clean and safe care environment.
- Continuity of care; and Clinical excellence.

## Fife Local Resilience Partnership

Local resilience Partnerships (LRPs) are multi-agency partnerships made up of representatives from local public services, including the emergency services, local authorities, the NHS, the Scottish Environmental Protection Agency, and others. These agencies are known as Category 1 Responders, as defined by the Civil Contingencies Act. Fife Local Resilience Partnership has been a key component in NHS Fife's planning and response to the current global pandemic.

## Health and Social Care Integration

In 2016 the Scottish Government legislated to bring together health and social care in to a single, integrated system. The legislation created 31 integration authorities across Scotland who are now responsible for £8.5 billion of funding for local services. These services were previously managed separately by NHS Boards and local authorities.

In Fife, we have one Joint Integration Board, and the purpose of health and social care integration is to transform people's experience of care and the outcomes they experience. This is necessary

because when services are planned and delivered together, closer co-ordination will enable the fundamental changes in care models required to keep pace with people's changing needs.

You will provide leadership as part of a multiagency approach comprising of Fife Health and Social Care Partnership and Fife Council to ensure value for money and enhanced outcomes for patients across both acute and community care settings in Fife.

## Links to our key strategic documents and national resources

### NHS Fife Strategic Documents

#### Improving Services NHS Fife

<http://www.nhsfife.org/nhs/index.cfm?fuseaction=nhs.displaytheme&themeid=E44C37C3-5056-8C6F-C003CD63C15D8FF0>

More information on NHS Fife Board can be found by visiting [www.nhsfife.org](http://www.nhsfife.org)

### National Resource Links

#### Re-mobilise, Recover, Re-design: the framework for NHS Scotland

Sets out how health boards will safely and incrementally prioritise the resumption of some paused services, while maintaining COVID-19 capacity and resilience.

<https://www.gov.scot/publications/re-mobilise-recover-re-design-framework-nhs-scotland/pages/2/>

#### Scotland's National Performance Framework

Information on Scotland's National Performance Framework and how Scotland is performing against it.

<https://nationalperformance.gov.scot>

#### Realistic Medicine

Realistic medicine recognises that a one size fits all approach to health and social care is not the most effective path for the patient or the NHS.

<https://www.realisticmedicine.scot/>

#### Scottish Government Website:

<http://www.scotland.gov.uk/Topics/Health/About/NHS-Scotland>

# Appendix one: Discover NHS Fife

Live NHS  
**Fife**  
to the fullest



Victoria Hospital, Kirkcaldy



Queen Margaret Hospital, Dunfermline



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## Inspiring healthcare, inspiring life

The National Health Service (Scotland) Act 1947 came into effect on 5 July 1948 and created the National Health Service in Scotland.

Since then, the NHS in Scotland has gone from strength to strength, taking advantage of new technologies and innovations and continually changing and evolving to meet the needs of the communities it services.

NHS Fife is one of 14 Regional NHS Boards in Scotland. The organisation provides healthcare to over 367,000 people and employs just over 8,700 staff, making it one of the largest employers in the region.

As a large rural area with varied geography and several centres of population, there are particular challenges to meeting the health needs of the people of Fife.

To address these challenges NHS Fife works closely with a variety of partners at a local, regional, and national level, including Fife Council, Fife Health & Social Care Partnership, other Health Boards in Scotland, the voluntary and independent sector and, most importantly, the public.

## Brief overview of NHS Fife

NHS Fife provides healthcare to over 367,000 residents of Fife and employs around 8,700 staff. As a large rural area with varied geography and several centres of population, there are particular challenges to meet the health needs of the people of Fife.

Fife is home to two large hospitals - the Victoria Hospital, a district general in the centre of the Kingdom: and Queen Margaret Hospital in West Fife.

The majority of NHS Fife's acute services are provided from the Victoria Hospital in the town of Kirkcaldy. The Queen Margaret Hospital in Dunfermline is home to a considerable number of community and therapy services, alongside a minor injuries unit and a state-of-the-art diagnostic and treatment centre.

Fife is home to a further eight community hospitals spread across the Kingdom; Lynebank Hospital in Dunfermline; Glenrothes Hospital; Whyteman's Brae Hospital in Kirkcaldy, Cameron Hospital in Windygates, Randolph Wemyss Memorial Hospital in Buckhaven, Stratheden Hospital in Springfield, Adamson Hospital in Cupar and St Andrews Community Hospital.



In addition, there is also a wide range of Primary Care services available in Fife. There are 55 GP practices, 59 Dentists, 46 Opticians and 85 community pharmacies throughout Fife.

## Improving services provided by NHS Fife

NHS Fife, along with help from its partners, the public, other NHS Boards, Fife Council, and voluntary agencies, is working to improve its services. The board is working on a number of strategic projects that will shape the future of health care in Fife through the transformation of service provision and facilities. This includes work currently underway in developing;

- Primary Care Hubs
- Mental Health
- Fife Elective Orthopaedic Centre

## Demographic and social profile of Fife

The Kingdom of Fife is a peninsula in eastern Scotland with a coastline of 170 kilometres (105 miles) bounded by the Firth of Forth to the South and the Firth of Tay to the North. It is the third largest local authority area in Scotland with a population of over 370,330. This represents 7% of the total population of Scotland. 96% of Fife residents live in 134 settlements, the largest of these being Kirkcaldy, Dunfermline and Glenrothes. 59% of residents feel they have access to quality green space, from award winning beaches to historic town parks.

Fife shares inland boundaries with Perth & Kinross and Clackmannanshire, and is divided into seven administrative or business areas:

- Cowdenbeath
- Dunfermline
- Glenrothes
- Kirkcaldy
- Levenmouth
- North East Fife
- South West Fife

By 2039, the population of Fife is expected to increase by 4.5% to 387,214. The 16 to 19 age group is expected to reduce and those aged 75+ to see the greatest increase. This may be attributed to a declining birth rate and increased life expectancy in Fife, which is currently greater than the Scottish average for both males and females.

The baseline for the minority ethnic population in Fife is still the 2011 Census. This estimated that approximately 1.6% of Fife's population were from an ethnic minority group, with the highest percentage categorised as Asian Pakistani.

The extent of deprivation in Fife is fairly evenly spread across the different data zone bands from most to least deprived. The 2009 Scottish Index of Multiple Deprivation (SIMD) indicates that Fife has an increasing share of Scotland's most deprived areas. Fife has the sixth highest local authority share of the 15% most deprived data zones in Scotland. 51 (5.2%) of the 976 data zones in the top 15% across Scotland are located in Fife, 8 of which fall into the top 5%. The 2009 data also confirms enduring deprivation in specific areas of Fife.

The proportion of young people not in education, employment or training in Fife is higher than for Scotland overall. The proportion of the working age population with no qualifications is 10.4 per 100,000 of the population, which is also below the Scottish average. Physical health data is positive and among the best in Scotland. This shows evidence of good general health and nurture, and the emergency hospital rate is lower than the Scottish average.

In recent years Fife's economy has moved away from traditional manufacturing industries towards the service sector.

## Realise your full potential with NHS Fife

With its stunning beauty, rich history and abundance of sporting and leisure activities, Fife is a fantastic place to live and work, with an identity and a character all of its own. The cost of living here is lower than the national Scottish average and house prices offer superb value for money, providing you with a high standard of living and quality of life.

The major economic and cultural hubs of Edinburgh, Stirling, Perth and Dundee are all within easy commuting distance. In Fife you really can have it all.

## Work life balance

As one of the largest employers in the region, NHS Fife is a forward-thinking and innovative organisation which offers an exciting and diverse range of work, training and study opportunities for people from all backgrounds.

NHS Fife works to provide a supportive environment for staff where strong teams work and develop together and where individuals can flourish to realise their full potential. Our 'Well at Work' programme has helped to bring about a truly positive culture within NHS Fife, helping to reduce stress, increase motivation and improve productivity among staff.

## It's a beautiful life

The Kingdom of Fife occupies the peninsula formed by the Firth of Forth to the south and the Firth of Tay to the north. The region's landscape is as beautiful as it is diverse, with rolling hills, lochs and spectacular coastline.

This is a place steeped in history. Dunfermline was the first capital of Scotland, home to royal inhabitants, as well as birthplace of Andrew Carnegie, steel magnate and philanthropist whose legacy lives on across the world to this day. The more recent past saw the establishment of the pits and coal mines, heavy industry whose rich heritage is still evident today in the close-knit communities of Cowdenbeath, Lochgelly and Kelty.

The town of St Andrews, named after Scotland's patron saint, sits on its own on a wide bay on our north east shores, boasting not only Scotland's first university, but also its oldest golf club, the Royal and Ancient Golf Club, which helped to establish the sport as one of Scotland's greatest exports.

Nowadays it's Kirkcaldy and new town Glenrothes that offer the modern bases favoured by major manufacturing and services industries. Both towns are well connected to Scotland's capital, Edinburgh and the North via the M90 motorway and are easily accessible in less than half an hour by car.

## Well connected

Getting to and around Fife is simple, with excellent public transport links from around the UK. This fabulous region is not far from Scotland's cities and is also very easy to get around.

With Edinburgh just to the south, Dundee and Perth to the north, and Glasgow to the south west, Fife is in a great position in Scotland and getting here is simple thanks to excellent air, road, rail and public transport links from around the UK.



## By road

If you are driving from Edinburgh and the south, Edinburgh is directly connected by the Queensferry Crossing. Then head to Dunfermline where the A92 takes you further into Fife.

From Glasgow and the west, it is easiest to take the M8 to Edinburgh and then head to Fife from there. The best route from Aberdeen and Dundee is to head for the Tay Road Bridge where the A92 continues into Fife. If you are heading to Fife from Inverness, Perth and the north, follow the A9 from Inverness to Perth. Continue down the M90 from either the A912 at the Bridge of Earn, or continue to Dunfermline on the A92.

The A92 connects the whole region and is perfect for car touring with many well sign-posted scenic routes linking the smaller towns and villages.

## By train

If you wish to get the train here, there are a number of train stations which have direct rail connections to other towns and cities in Scotland, including Edinburgh, Glasgow, Dundee, Aberdeen and Inverness. There are also links to major English towns and cities on the east and west coast. Fife Circle trains make stops at numerous towns and villages in south west Fife, while there are also regular trains which run between Edinburgh and Dundee.

## By air

National and international flights fly into Edinburgh International Airport and Dundee Airport, which are both just a 20-minute drive from the Kingdom of Fife. In addition, there is Glasgow International Airport, which is just over an hour away.

## By bus

Buses from all over the UK stop at Inverkeithing Ferrytoll, where you can continue your journey throughout Fife by bus. An express coach network links Anstruther, Dunfermline, Kirkcaldy, Leven, Glenrothes, Cupar and St Andrews and is complemented by local bus networks in each town.

## Sustainability

NHS Fife seeks to encourage staff to be mindful of the impact that their journey to work has on the environment. We encourage staff car sharing, provide electric vehicle charging points at our larger hospitals and offer low emissions pool cars for use of staff. There is also a regular shuttle bus between the QMH and Victoria hospitals for staff use.



## Firsts for NHS Fife

At NHS Fife we are always developing and improving services to meet the needs of our local population through innovative and pioneering work across the organisation.

Here are just some examples of recent work that is making a real difference to our patients and services on a local and national scale:

NHS Fife became the first Board in Scotland to pilot Urolift, a minimally invasive procedure for enlarged prostate. Patients now recover faster and the risk of permanent side effects is eradicated.

In another 'first', we were the first Scottish Health Board to pilot successful day surgery hip replacement. This groundbreaking procedure has reduced the length of stay for some patients to less than 12 hours, where previously the average length of stay was three days.

Our frailty assessment service at Victoria Hospital was the first of its kind in Scotland, bringing together different disciplines to identify frailty in patients. The service ensures frailty in patients is identified at the earliest opportunity and patients are given the right treatment in the best place.

A programme developed by NHS Fife, Fife Health and Social Care Partnership and Macmillan Cancer Support Scotland to support patients with advanced lung cancer is providing comprehensive and individualised care while allowing patients to spend significantly less time in hospital and more time at home.

Our laboratories have achieved the international quality accreditation standard known as ISO 15189 – one of the first labs in the whole of the UK to be awarded this gold standard.

NHS Fife is the first Health Board in Scotland to deploy a full scale electronic track and trigger system, having gone live with Patientrack at Victoria Hospital. Patientrack enables nurses to capture vital signs digitally at the patient's bedside. The technology can then accurately calculate an early warning score for the patient and automatically call medical staff to intervene when signs of deterioration are present.



## Life-enhancing innovations

Clinical research is a vital, everyday part of the NHS. It confirms what works best, improves current care and helps to discover new treatments and medications.

Over 100 of Fife's clinical staff are currently involved in some 250 commercial and non-commercial research studies, with strong links to prestigious neighbouring universities and colleges. These include work with the University of St Andrews (actively participating in its Digital Health Science Initiative), collaboration with the University of Dundee's Health Informatics Centre, and as an internationally accepted site for European research.

NHS Fife's Research & Development Department provides ongoing support to Fife's NHS Research Scotland Research Fellows, PhD scholarships and other postgraduate activities, along with assisting successful recipients of CSO, MRS, Wellcome and other grants from large grant-awarding bodies.

Our established R&D Department, with its dedicated Research Nurses and Clinical Research Assistants, provides support to researchers on study design, governance, day-to-day study management, approvals, study set-up, conducting patient assessments, data collection, dealing with study paperwork and advising on Intellectual Property. In addition, training courses are run on a wide range of research topics.

Along with a purpose-built Clinical Research Facility at Victoria Hospital, where a range of healthcare and life science related research activities are undertaken, R&D has fully equipped laboratory areas for sample processing, and archiving facilities for long-term storage of study documentation.







**NHS Fife provides accessible communication in a variety of formats including for people who are speakers of community languages, who require Easy Read versions, who speak BSL, read Braille or use Audio formats.**

NHS Fife SMS text service number 07805800005 is available for people who have a hearing or speech impairment.

To find out more about accessible formats contact:  
fife-UHB.EqualityandHumanRights@nhs.net or phone 01592 729130

**NHS Fife**  
Hayfield House  
Hayfield Road  
Kirkcaldy, KY2 5AH

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