

Our Purpose

Patient Safety is the number one priority for everyone in NHS Borders



Medical Director Candidate Information Pack



Visit our website: www.nhsborders.scot.nhs.uk
Find us on Facebook at www.facebook.com/NHSBorders
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OUR VALUES IN ACTION

Dignity and Respect

Care and Compassion

Quality and Teamwork

Openness, Honesty and Responsibility

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WELCOME

I would like to take this opportunity to thank you for your interest in the post of Medical Director with NHS Borders.

The Medical Director role is pivotal in leading change across the NHS and public sector in the Scottish Borders as we strive to deliver a healthier future for our communities. As an Executive Director of the Board, you will need to live and exhibit the values of NHS Borders and work with local clinical leaders, senior managers and external partners to ensure that care pathways are redesigned and transformed to optimise healthcare delivery

You will be required to lead, motivate and inspire medical, dental and pharmaceutical staff within NHS Borders to ensure delivery of our clinical strategies and achieve our corporate goals. The Medical Director provides professional leadership and acts as the bridge between staff and the Board, aligning the interests of NHS Borders and its doctors, dentists and pharmacists. This is a sensitive and delicate task, especially where it may be necessary to challenge medical colleagues when competing interests are at stake.

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. We are committed to working together with the Integration Joint Board in Scottish Borders on a whole-system approach with our health and care teams and local communities to reform services to meet those challenges and fulfil our purpose.

Delivering high quality, safe, person-centred care to every person first time, every time is our clear aim. This can only be achieved when our staff feel valued and fully engaged. Our aim is to create an organisation with a positive culture, where people want to work and strive for excellence each day; where staff wellbeing and personal resilience is supported; where careers are interesting and developed; where staff are encouraged to reach their full potential; and where everyone feels that their contribution is recognised and valued.

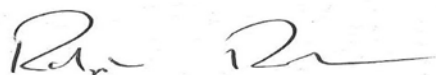
If you are seeking to continue a part-time clinical role in combination with the Medical Director appointment I am very willing to discuss how that may be best supported.

I hope that the information in this pack is helpful and encourages you to apply for this post.

If you require any additional information or wish to discuss the role, informal enquiries are welcomed in confidence by me on Tel: 01896 825515 or via email:

ralph.roberts@borders.scot.nhs.uk

Kind regards



Ralph Roberts
Chief Executive

JOB ADVERT

Medical Director, NHS Borders

Based: Melrose

Salary Range: including allowances: £123,799 - £135,731 approx (Placing open to discussion based on existing salary)

In addition there are performance related equivalent discretionary points ranging from £3,204 - £25,632 and pay progression is subject to national direction

You will also be eligible for 3% of basic salary allowance for your participation on the Executive emergency on-call rota.

Closing Date for Applications: Tuesday 10 March 2020

Assessment Centre: will take place on Wednesday 8 April 2020

Interviews: will take place on Thursday 9 April 2020

Do you have the ability to work with a Health Board which wants to face challenges proactively and with enthusiasm and energy?

Do you want to grow and stretch yourself as a leader within the wider Medical community?

If so this may be the job for you.

In line with health systems across Scotland and the UK, NHS Borders is rising to the challenge of adapting to meet the future needs of the Borders population within changing demographics, growing expectations, developing technologies and restricted resources. The Board and Executive Team is therefore facing a significant responsibility to provide the right leadership for the organisation through a significant service and workforce transformation process, which will also address the Board's current financial deficit.

The Board has recently seen the start of a change to our senior leadership with a new Chair and Chief Executive. We are now in the process of recruiting new Directors in both the Finance and Workforce Directorates and the successful appointees will be joining a new and evolving Executive Team. This provides an opportunity to significantly influence and shape the way in which the future develops.

We are looking for an inspiring individual with a broad range of strategic and professional skills, with vision, drive and passion, and who is a strategic thinker with the ability to earn the confidence and respect necessary to bring about real change within the Board as well as influencing and shaping health strategy at regional and national level. You will be a senior medical professional with full GMC registration and inclusion on the Specialist register or General Practice register, a proven track record of medical management experience and demonstrable knowledge of clinical governance. Experience of working in a strategic capacity at a senior level within a complex organisation and knowledge of the Scottish Health Service is desirable.

Depending on personal clinical interests there may be an opportunity to combine the Medical Director role with continuation in part-time professional practice within the NHS, subject to agreement with the Chief Executive.

WHY WORK IN THE SCOTTISH BORDERS?

We think the Scottish Borders is the best place to live and pursue a professional career in the Health Service. With a revenue budget of over £270m (2019/20), NHS Borders is responsible for the health of a population of over 118,900 (March 2019) people across the Scottish Borders.

The Scottish Borders covers a large and scenically beautiful area of the Southern Uplands of Scotland. Predominately rural, it is historically a unique part of the country, the home of the Border Reivers, where annually each town maintains its links with the past during the season of Common Ridings.

The Scottish Borders has tremendous facilities for sport and leisure. Glentress and Innerleithen mountain bike parks are world renowned for both cross country and downhill biking. Seven-a-side rugby originated in Melrose, and the Melrose event in particular draws large crowds each year.

The beautiful Berwickshire coast provides options for sea kayaking, surfing, diving and sea fishing. In addition there are facilities for fishing, golf, swimming, horse riding, cricket, football, hiking and many other activities. Fitness Centres are found in Galashiels and other Scottish Borders towns.

There are also excellent cultural opportunities in terms of music and art societies, drama, and small theatres in Melrose and Selkirk as well as amateur opera. The annual Borders Book Festival attracts thousands of visitors every summer and there are excellent restaurants, cinemas and shops.



The Scottish Borders offers all the benefits of rural life with very easy access to major cities such as Edinburgh (37 miles) Glasgow (75 miles) and Newcastle (75 miles). Edinburgh is renowned for its cultural activities in music, including opera and ballet, theatre, cinemas (including a film theatre) and visual arts, and of course every year there is the world famous Edinburgh International Festival and Fringe Festival. Local transport links have improved greatly in the last few years; after an absence of almost

50 years, the Borders Railway now offers train services to central Edinburgh running every thirty minutes (journey time 55 minutes approx). Tweedbank Railway Station is close to Borders General Hospital and NHS Borders Headquarters.

On opening the railway Her Majesty Queen Elizabeth II said "**The Borders railway brings so much promise for sharing and invigorating this most beautiful countryside as a place to work live and enjoy.**"

There are rail links to the rest of the country at Berwick upon Tweed, and Carlisle and there is easy access to Edinburgh Airport (approximately 1 hour 15 minutes) and Newcastle Airport (approximately 1 hour 30 minutes).

Education

There are 9 high schools and 63 primary schools in the Scottish Borders. Our local schools consistently demonstrate high levels of attainment - well above the national average. For more information on education in the region visit the Scottish Borders Council website at the following link: www.scotborders.gov.uk/info/878/schools. There is also a purpose built nursery in the grounds of the Borders General Hospital for hospital employees' children.

Relocation and Housing

As part of our policy there is assistance with relocation benefits including temporary housing costs and relocation allowances up to Inland Revenue limits. We wish to ensure wherever possible that new staff obtain appropriate financial support, within HMRC regulations, for the necessary permanent move of their main home.

House prices in the Borders Region are significantly lower than in major cities in the UK and also less than many other rural parts of the country. See the Borders Property web site at the following link: www.bspc.co.uk

There is usually accommodation available for rent in the local area and for a temporary period occasionally in our on-site residencies in the grounds of the Borders General Hospital. We appreciate it's not for everyone to "live above the shop" but it may be helpful for a short while pending your search for your dream abode in the Borders.

We have a guide that contains some advice, rules and all of the forms that you need to make an application for relocation benefits. However you can contact our HR colleagues on Tel: 01896 826164 if you need to discuss any aspect of your application or you are welcome to make an appointment for a face to face discussion.

HMRC guidance is available from www.gov.uk/expenses-and-benefits-relocation but at a local level staff on the Finance Helpdesk may be able to help Tel: 01896 827888 or Email: Finance.Helpdesk@borders.scot.nhs.uk.

Further information is available from the following websites:

- NHS Borders - www.nhsborders.scot.nhs.uk
- Scottish Borders Tourist Board - www.visitscotland.com/info/towns-villages/the-scottish-borders
- Our Scottish Borders - www.ourscottishborders.com

NHS SCOTLAND – STRATEGIC CONTEXT

NHS Scotland consists of fourteen regional NHS Boards, seven Special NHS Boards and one Public Health Body. Approximately 160,000 people are employed in NHS Scotland overall.

14 Regional NHS Boards:

- NHS Ayrshire and Arran
- NHS Borders
- NHS Dumfries and Galloway
- NHS Fife
- NHS Forth Valley
- NHS Grampian
- NHS Greater Glasgow and Clyde
- NHS Highland
- NHS Lanarkshire
- NHS Lothian
- NHS Orkney
- NHS Shetland
- NHS Tayside
- NHS Western Isles

7 Special NHS Boards & 1 Public Health Body:

- NHS Education for Scotland
- NHS Health Scotland
- NHS National Waiting Times Centre
- NHS 24 Scottish Ambulance Service
- The State Hospitals Board for Scotland
- NHS National Services Scotland
- Healthcare Improvement Scotland

Each NHS Board is accountable to Scottish Ministers and is supported by the Scottish Government Health and Social Care Directorates. At present the Director-General of Health and Social Care and the Chief Executive position of NHS Scotland are held by Malcolm Wright.

Every Regional NHS Board has the responsibility of protecting and improving its population's health and ensuring the effective and efficient delivery of frontline health care services. The regional NHS Boards are supported by the Special NHS Boards which provide a variety of specialist and national services. The differing Boards co-operate and work together to support Scotland's population. They also work closely with partners in other parts of the public sector to fulfil the Scottish Government's Purpose and National Outcomes.

Quality Healthcare

The Healthcare Quality Strategy for Scotland was introduced in May 2010. This set the foundations for those who deliver healthcare services in Scotland to work with the public and external partners towards the three Quality Ambitions and shared vision of providing world-leading healthcare which is safe, effective and person-centred. It is this notion, along with a focus on quality healthcare that influences all strategic and operational decision-making across NHS Scotland.

2020 Vision for NHS Scotland

After the launch of the Quality Strategy, the Scottish Government revealed its ambitious plan for integrated health and social care and set out the '2020 Vision' and Strategic Narrative for achieving sustainable quality in the delivery of health and social care across Scotland. Everyone working in Scotland's health care sector has been asked to contribute and play their part ensuring that this vision can indeed become a reality.

Performance Management in NHS Scotland

Annually the Scottish Government sets NHS Boards performance targets in order 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. The Board's Annual Operational Plan sets out the performance trajectories for the organisation.

Working in Partnership with Local Authorities and the Third Sector

NHS Scotland is committed to working in partnership with local authorities and the Third Sector. This is fundamental in achieving a healthier Scotland and meeting the demands of the years ahead. The Quality Strategy provides NHS Scotland with a basis on which such partnerships can be formed, through Community Planning Partnerships which secure progress towards the three Quality Ambitions, and the outcomes agreed locally and nationally through the National Performance Framework (<http://www.scotland.gov.uk/Topics/Health/About/NHS-Scotland>).

History of NHS Scotland

There is not a single person in Scotland today who has not come into contact with our NHS Scotland.

The National Health Service (Scotland) Act 1947 came into effect on July 5, 1948 and created the National Health Service in Scotland. Many sections of the Act were repealed by the National Health Service (Scotland) Act 1972 and the remaining provisions were repealed by the National Health Service (Scotland) Act 1978. The achievements of the NHS in Scotland are best brought to life by the stories of the people whose lives it has touched. If you visit the Our NHS Scotland website you can learn about the stories of 65 people whose lives have been transformed by NHS Scotland. You'll also discover how the NHS came into being in Scotland - a story that isn't widely known
www.scotland.gov.uk/Topics/Health/About/NHS-Scotland

Talent Management

Project Lift is a new approach to recruit, retain, develop and manage talent within Health and Social Care in Scotland to ensure all leaders can be the very best and most able they can be and reach their potential from entry roles through to boardrooms. Its focus is to embed a consistent and widely-understood approach to leadership across Health and Social Care in Scotland, explicitly linked to the ethos of Compassionate and Collective Leadership, collaborative working and the underlying values and principles of the National Performance Framework and Health and Social Care in Scotland.

Project Lift aims to offer people development opportunities, tailored to their individual needs, and supporting the evolution of communities of leaders at all levels.

There are **4 key strands** to the approach:

- values based recruitment;
- performance appraisal;
- talent management;
- and leadership development.



WORKING FOR NHS BORDERS

Our Values are at the heart of all that we do:

- Care and Compassion
- Quality and Teamwork
- Dignity and Respect
- Openness, Honesty and Responsibility

Patients are at the centre of everything we do in our daily working lives with NHS Borders. Ensuring they are safe, cared for efficiently and effectively by suitably experienced and qualified staff, driving quality at the heart of patient care. We are a dynamic and forward thinking team with a wealth of clinical and leadership experience. We aim for an open and honest culture and believe in nurturing future stars in the NHS.

NHS Borders has taken a lead as one of very few NHS Boards in Scotland with an entirely integrated structure for management of health services. Decision-making is firmly embedded with an integrated Clinical Executive, part of a natural evolution towards more integrated care, which has seen health and social services within the Borders develop nationally recognised joint initiatives. The NHS Borders Board covers an area jointly with the local authority (Scottish Borders Council) and has developed close and effective links, including our Joint Health and Social Care Partnership Board, to advance the integration of health and social care.

The Clinical Executive (CE) is the body responsible for ensuring the overall management of services, operational service planning and service redesign. The CE is chaired by the Medical Director and includes the Director of Nursing, Midwifery & Acute Services; Clinical Chairs; General Managers from each of the Clinical Boards across NHS Borders (including the Mental Health and Learning Disabilities Board); and Scottish Borders Council Social Care. The Clinical Executive therefore has the authority to manage resources across the area and to design care from a “whole system” perspective.

The Corporate Objectives for NHS Borders are currently being refreshed but the extant objectives can be viewed on the following link:

www.nhsborders.scot.nhs.uk/media/450909/appendix-2016-79-draft-corporate-objectives-2016-19.pdf. They include a commitment to safe patient care as the number one priority; delivering safe, effective and high-quality services; promoting excellence in organisational behaviour and improving the health of the population.

The organisation has a statutory responsibility to ensure the Staff Governance Standards are embedded and adhered to as part of the governance framework – staff, financial, information and clinical governance – in which NHS Boards operate.

The Staff Governance Standards require all NHS Boards to demonstrate that staff are:

- well informed;
- appropriately trained and developed;
- involved in decisions;
- treated fairly and consistently, with dignity and respect in an environment where diversity is valued; and
- provided with a continuously improving and safe working environment, promoting the health and wellbeing of staff, patients and the wider community

We passionately believe in creating a culture which is open, fair and just.

Partnership Working in NHS Borders

NHS Borders is committed to partnership working between management, trade unions and its staff. The Principles of Partnership Working are based on the organisational values and is the process by which NHS Borders engages with the trade unions on issues and decisions that impact on all staff. These can be found via the following link: <http://intranet/resource.asp?uid=22207>

This set of principles offers assurance to NHS Borders staff that they will be treated with dignity and respect, openness and honesty which are also the behaviours expected of each employee towards their colleagues.

NHS Borders recognises a number of professional bodies / trade unions. If you wish to access information on this please contact the Partnership Office on 01896 825567 or email elizabeth.mckay@borders.scot.nhs.uk for further details.

We believe the unique factors that help to define us as an employer are:

- Our friendly and supportive environment;
- Our commitment to staff engagement and effective team working;
- Our track record in creativity and innovation and our ability to successfully implement change and redesign;
- Supporting learning, development and career aspirations for all staff, from an initial comprehensive corporate induction programme to the availability of a wide range of internal training programmes;
- Our commitment to supporting flexible working through our family friendly HR policies;
- Our commitment to support and improve the health, safety, wellbeing and resilience of our staff. We do this by implementing our person centred “Work and Well-Being Framework” which covers 2015 – 2020 and which sets out how we support our staff to keep them healthy, motivated and engaged. It includes a variety of proactive initiatives to support staff health and well-being and a good work/life balance.

Current Organisational Priorities

In line with health systems across Scotland and the UK, NHS Borders is facing a number of challenges associated with demographics, growing expectations, developing technologies and tight financial resources.

The Board and Executive Team is therefore facing a significant responsibility to provide the right leadership for the organisation through a significant service and workforce transformation process, which will also address the Board's current financial deficit.

The Board has recently seen changes to our senior leadership team with the appointment of a new Chair and Chief Executive. We have recruited new Directors in both the Finance and Workforce Directorates and the successful appointees are joining a new and evolving Executive Team. This provides an opportunity to significantly influence the way in which the leadership of the Board evolves and adapts to meet the future needs of the Borders population.

The Board has previously published a Clinical Strategy, available via the following link: www.nhsborders.scot.nhs.uk/media/502734/nhsbordersclinicalstrategy_final_aug17.pdf and works alongside the Scottish Borders Health & Social Care Integration Joint Board to support the delivery of the Borders Joint Strategic plan. This was recently refreshed, available at the following link: www.scotborders.gov.uk/downloads/download/877/health_and_social_care_integration_strategic_plan_-_2018-21 and sets out our approach to continue our work to shift the balance of care and address the Scottish Government's priorities for Integration.

The Board is committed to continuing to develop our approach to integration and is expecting future versions of our Joint Strategic Plan to become a single plan for all Health and Care services in the Borders.

The Financial Turnaround Programme

In November 2018, the Scottish Government placed NHS Borders on Stage 4 of the NHS Board Performance Escalation Framework due to the ongoing financial challenges we were experiencing. Our Executive Team worked closely with the Scottish Government's Board Recovery Team to create a tailored package of support which included a specialist consultancy being appointed to assist with financial turnaround. As a result, senior management and clinicians have worked to address the challenges we face while maintaining a focus on safe, effective and affordable patient care and a Programme Management Office (PMO) has been established to support the delivery of the financial improvements required.

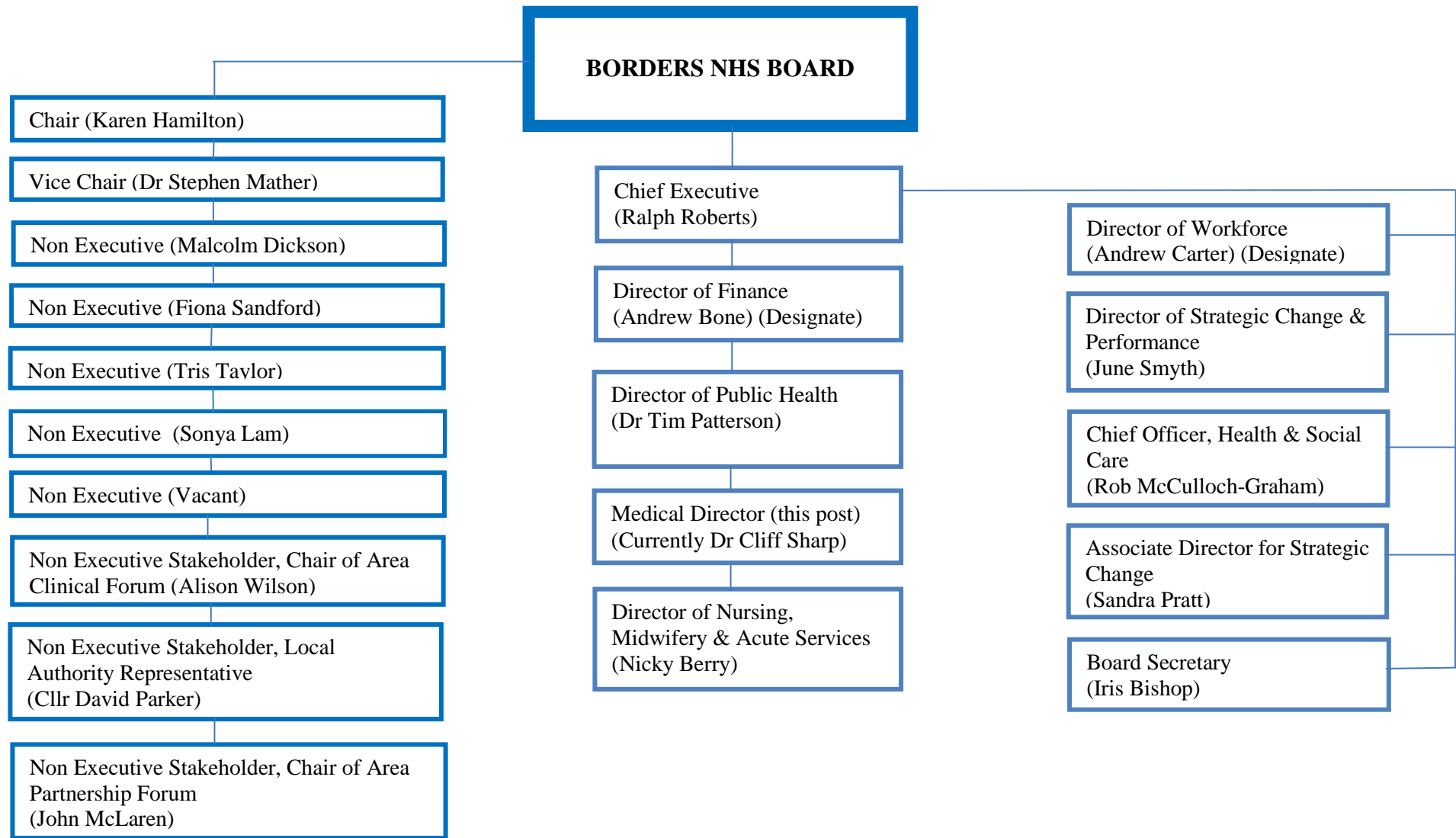
The aims of the financial turnaround programme are to:

- deliver recurring cost savings;
- restore high levels of financial grip and control to address the financial deficit;
- meet our financial targets this year (2019/20); and
- return to financial balance by April 2023.

With the assistance of the £9m brokerage that the Scottish Government has agreed to provide, we are currently on course to break even this financial year (19/20). We expect to deliver around £7m of recurring savings, which will be double the average amount of

savings achieved over the past few years. We will also deliver an estimated £9m of non-recurring savings. This represents a positive change in how we are doing things, and reflects the hard work taking place across the organisation.

We must continue to focus our efforts to deliver the savings schemes that have been identified so far, as well as to identify and progress new savings schemes in the next few years.



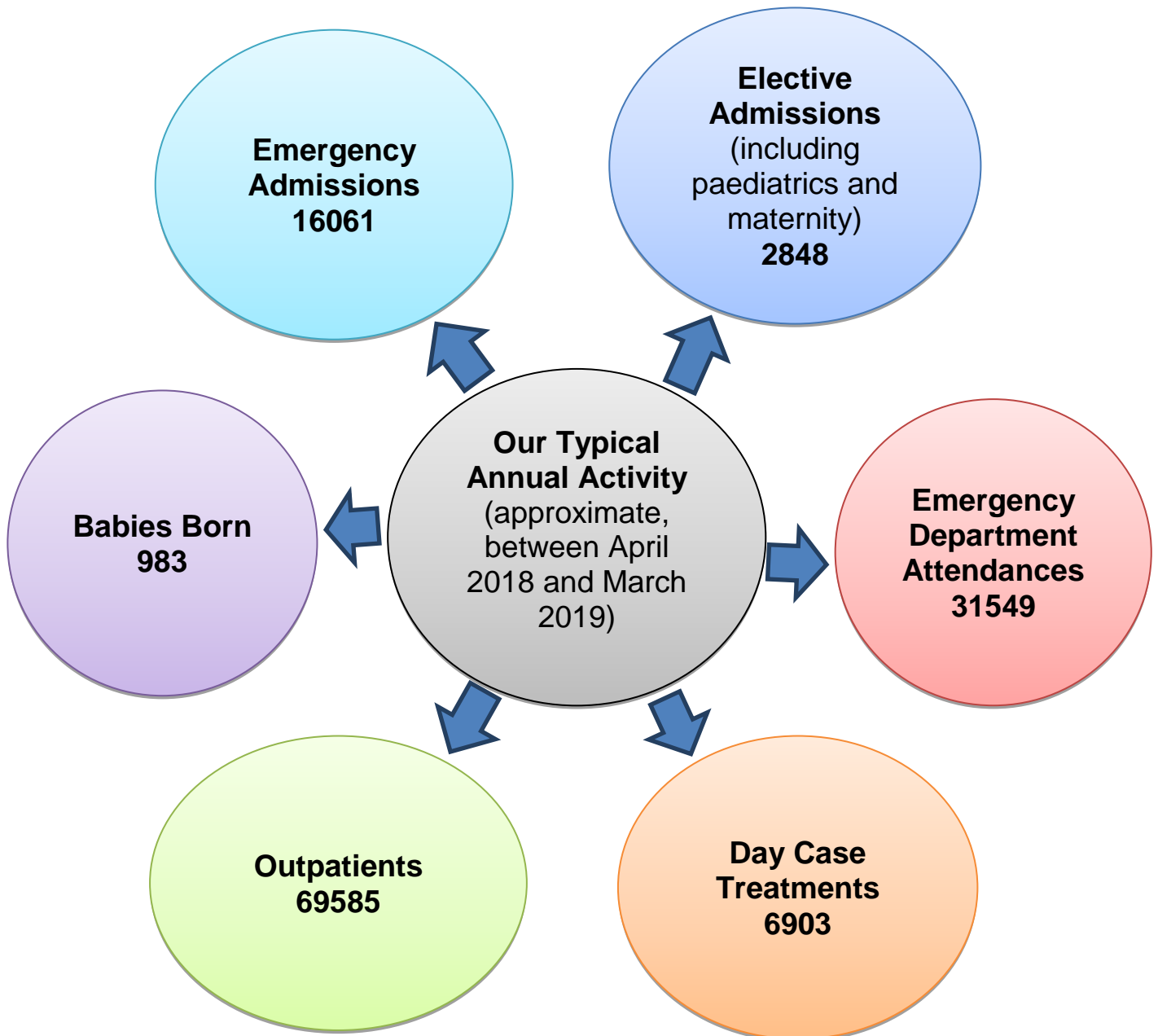
BOARD MEMBERS

EXECUTIVE TEAM MEMBERS

KEY FACTS AND FIGURES

Our Spending

Our typical annual revenue allocation is approximately £250m (2019/20) of which 53% is expenditure on staffing.



NHS Borders proportion of the population over 65 is the highest in Scotland
45 – 59 years 20.84% (19.29% Scottish average)
60 – 74 years 15.83% (13.98%)
75+ years 8.86% (7.09%)

DELIVERING OUR SERVICES

We are proud to say that in many important clinical areas, NHS Borders delivers excellent services – for example in 2019/20:

- 100% of all patients requiring **Treatment for Cancer to be seen within 31 days** has been achieved consistently to date in 2019/20
- **12 week Inpatient Waiting Time** has consistently achieved agreed trajectory to date in 2019/20
- **18 Weeks Referral to Treatment Combined Performance** has been consistently achieved to date in 2019/20
- **18 weeks CAMHS** performance has seen a significant improvement reporting at 96.2% in August 2019 compared to 33.3% in August 2018
- **90% of Alcohol/Drug Referrals into Treatment within 3 weeks** has been achieved for 5 of 6 months to date in 2019/20

Borders General Hospital

The Borders General Hospital is situated on the outskirts of Melrose. It opened in 1988 and is the only District General Hospital servicing the Borders Region. The hospital has 284 beds and 1700 staff. It is well equipped providing the full range of District General Hospital services. The Emergency Department and the Borders Emergency Care Services, provide Accident and Emergency and primary care out of hours services respectively to the whole of the Scottish Borders, with minor injuries centres in Hawick, Duns and Kelso.

Primary & Community Services

Primary and Community Services (P&Cs) includes all Primary Care and Community Services provided by NHS Borders and the Independent Primary Care Contractors (excluding mental health, learning disabilities and maternity services). We employ approximately 675 staff, based in the 24 Health Centres, 2 GP owned premises and 5 community and day hospitals. There are Community Hospital facilities in Hawick; Peebles; Duns and Kelso and a Day Hospital in Eyemouth. There are 150 community hospital beds and approximately 70 day hospital places. We also manage community nursing services, therapy services, sexual health services and the community dental service, as well as the contracts for GPs, dental and optometry.

Mental Health Service

With approximately 350 staff, the NHS Borders Mental Health Service works across all age groups to provide assessment and treatment in a variety of settings. Services include Adult and Older Adults Community Mental Health Teams; community day services; a specialist Addictions team; Child and Adolescent and Acute in-patient services. These teams and services are based in the towns throughout the Scottish Borders.

Our philosophy is that of a personal service based on respect for the individual. We use an approach that recognises that an individual's mental health is affected by a combination of their genetic makeup, their relationships with those around them, the physical environment they live in and their own thoughts and feelings.

We work closely with partner agencies to deliver more integrated care to individuals, and several services are jointly managed with Scottish Borders Council.

Learning Disabilities Service

The Scottish Borders Learning Disability Service is a joint Scottish Borders Council and NHS Borders service that provides a range of specialist social care and health services for people with a learning disability. The service is co-located in Earlston within Scottish Borders Council's Social Work Department and comprises two Community Learning Disability Teams, an Assertive Outreach Team and Day Support Services.

For more information on the full range of clinical services provided by NHS Borders, visit our website www.nhsborders.scot.nhs.uk

Support Services

Support Services within NHS Borders are based throughout the organisation and range from our Workforce departments to our Corporate Administration Services.

Finance

The Directorate provides a customer focused, integrated service supporting our finance business partners. It also includes the Procurement Department, Capital Planning and Estates and Facilities (which covers catering, general services and laundry).

Workforce Directorate

All Human Resources and Work and Well Being functions are hosted within this Directorate. These include Employee Relations, Resourcing, Organisational Development, Physical and Occupational Health

Corporate Training and O.D. Leads are available as a consultancy service to advise on development activities tailored to particular service needs and for individual consultants.

There is an excellent staffed library within the Borders General Hospital grounds with good Internet access. Post graduate and continuing medical education activities are positively encouraged and supported. There is a weekly clinical audit meeting and a hospital-wide monthly educational half day. The Borders General Hospital is a teaching unit for undergraduate students in medicine from Edinburgh University Medical School and St Andrews University. Appointed senior doctors act as Educational supervisors for individual students and trainees attached to different teams.

Strategic Change and Performance

This Directorate contains the Planning Performance and Project Management Offices. It also oversees the full IM&T functions with the Board including business intelligence and Health Information Management.

Clinical Governance & Quality

The Clinical Governance & Quality function is an NHS Borders Board wide support service. It works closely with and provides advice, information, evidence and support to patients, public, clinicians and services. It also provides support in the areas of clinical effectiveness; clinical audit; clinical guidelines and standards; healthcare Improvement Scotland standards and inspections; research governance; clinical risk; patient safety and experience; and person centeredness and public involvement (volunteering and carers strategies, advocacy and voluntary sector commissioning and liaison), in order to improve service quality and provide assurance to NHS Borders Board.

Pharmacy

The Pharmacy Department is an integrated service supporting primary and secondary care and mental health. The department employs around 75 staff covering both pharmacy services and the Bladder and Bowel service. Whilst the majority of staff are based within the Borders General Hospital pharmacy department an increasing number are now working within GP Practices as part of the expanding Pharmacotherapy Team. A joint formulary is in place for primary and secondary care and the pharmacy department supplies medicines to in-patients and out-patients attending Borders General Hospital and the 4 community hospitals.

The Director of Pharmacy is responsible for the managed sector pharmacy service and oversees the community pharmacy contract delivered through a network of 29 independent and multiple community pharmacies. They also have responsibility for the management of the prescribing budget of £37M.

SUMMARY OF NHS SCOTLAND CORE LEADERSHIP COMPETENCIES

1. STRATEGIC FOCUS

- 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

- Promotes collaboration and teamwork across Partnership Approach 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

- Key accountabilities, judgement and decisions are and making decisions 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

- 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

- Promotes ideas and proposals persuasively; approach 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

- Champions new initiatives and service redesign.
- Stimulates, 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

- 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

- 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 coach's staff and colleagues.
- Recruits and develops talent from all backgrounds.
- Actively seeks and applies diverse views and perspectives
- Applies employee's policies in a constructive way for all staff.
- Uses inclusive language.
- Applies inequalities sensitive approach to service delivery.

9. GOVERNANCE

- 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)

JOB DESCRIPTION AND PERSON SPECIFICATION**1. Job Details:**

Job Title: Medical Director, NHS Borders

Accountable to: Chief Executive, NHS Borders

Date: January 2020

2. Our Values:

Our values – at the heart of all that we do:

Care and Compassion
Dignity and Respect
Openness, honesty and responsibility
Quality and Teamwork

“An NHS Organisation that is Striving Continuously to Improve Patient Safety, Experience and Outcomes”

3. Job Purpose:

As an Executive Director of the Board, the Medical Director will need to live and exhibit the values of NHS Borders. The Medical Director is responsible for the strategy to deliver high quality healthcare to the population of the Scottish Borders in accordance with local, national and regional initiatives.

The Medical Director will be required to lead, motivate and inspire medical, dental and pharmaceutical staff within NHS Borders to ensure delivery of clinical strategies and achieve corporate goals. Provides professional leadership and acts as the bridge between staff and the Board, aligning the interests of NHS Borders and its doctors, dentists and pharmacists. This is a delicate task, especially where it is necessary to challenge medical colleagues when interests may be in conflict.

The Medical Director will work with local clinical leaders and external partners to ensure that care pathways are redesigned and transformed to optimise healthcare delivery.

As a member of the Executive Team, share the corporate responsibility for creating, shaping and delivering the strategic values and objectives of NHS Borders.

The portfolio of responsibilities outlined in this Job Description can be subject to discussion and negotiation with the successful candidate.

The Job Description is intended to be indicative and will be reviewed periodically.

4. Dimensions:

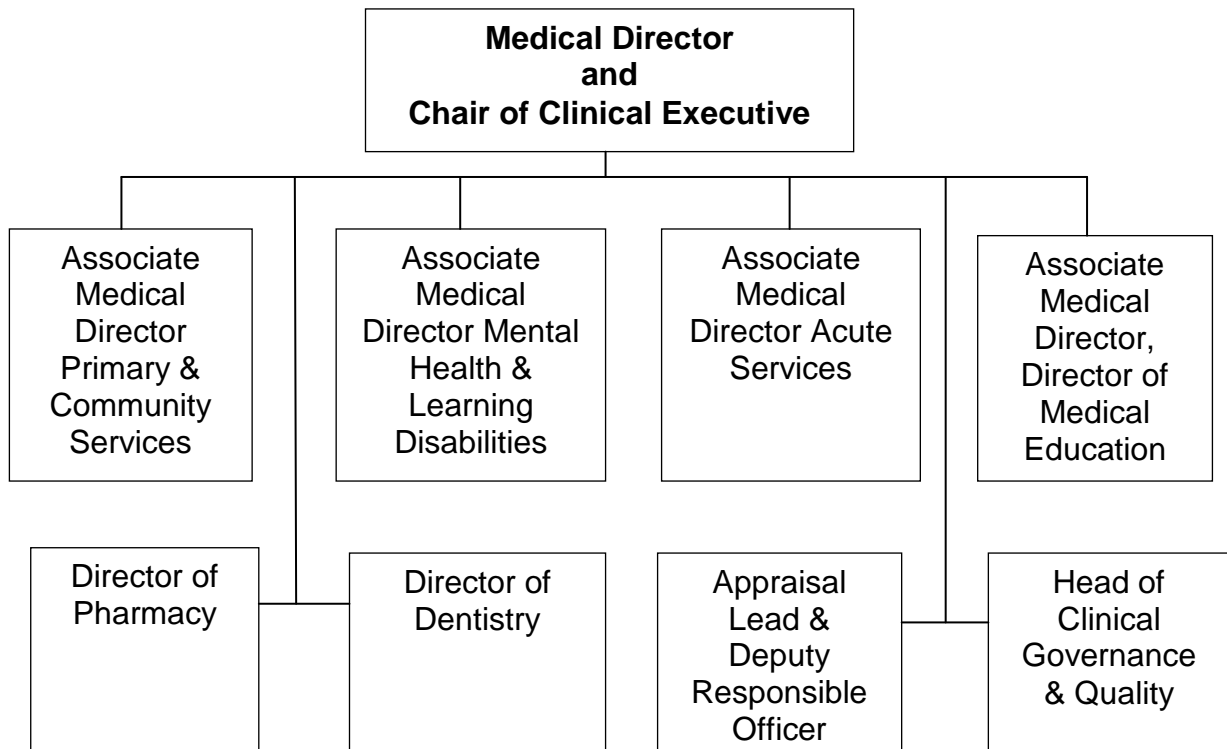
Scottish Borders serves a population of approximately 118,900. The NHS Borders annual budget is over £270M. The area is geographically large (covering 1800 square miles) mostly rural with small burghs and very sparsely populated areas. The NHS Board area is coterminous with that of the local authority, Scottish Borders Council. Within NHS Borders there are approximately 3900 staff working across 27 different sites, including the Borders General Hospital in Melrose, and community hospital facilities in Hawick, Peebles, Duns and Kelso.

The Medical Director is one of five Executive Directors working together to discharge the Board's key responsibilities including:

- Leadership of policy and planning; strategic leadership for reducing inequalities and improving health;
- Resource allocation;
- Performance management and corporate governance;

An executive on-call rota.

5. Organisational Chart:



6. Role of The Directorate:

The Medical Director is responsible for developing effective policies and strategies to improve the health of people in NHS Borders through safe and effective care.

The Medical Directorate has lead responsibility for:

- Provision of expert professional advice to the NHS Board and its Committees on the quality and safety of clinical services.
- The professional governance of doctors and dentists working within NHS Borders.
- The provision of strong leadership for the medical workforce in Borders, ensuring a culture of openness and ownership of the Board's strategic direction, values and objectives.
- Medical workforce planning and the inter-relationships between undergraduate education and postgraduate medical and dental training.
- Providing executive leadership for key clinical areas and redesign projects
- The Directorate is responsible for ensuring that all doctors, indicating an intention to practice medicine in the Borders area are suitably revalidated. The Medical Director is the Responsible Officer of NHS Borders in respect of fulfilling the Board's statutory responsibilities to ensure that appraisal for doctors takes place and GMC requirements for revalidation are met. The Medical Director will report to the GMC, usually every five years, about revalidation of individual doctors. As Responsible Officer you will also be responsible for ensuring that systems of clinical governance and appraisal in NHS Borders are working and are appropriate for revalidation.
- Representing the interests and influence of NHS Borders at appropriate regional and national venues

7. Key Result Areas:

- Providing professional medical advice to the Board and its officers, and coordinating and facilitating the communication of medical professionals' views on medical matters to the Board.
- Providing strong leadership to the medical, dental and pharmacy workforce.
- Providing medical input to the development of strategy and strategic thinking.
- Locally a key player influencing the integration of health and social care, working collaboratively with colleagues at Scottish Borders Council and the Voluntary Sector.
- Communicating the organisation's perspective to external leaders, ie acting as the Board's ambassador.

- Supporting the work and development of Associate Medical Directors and other Senior Clinicians across NHS Borders.
- Taking the lead role in implementing medical revalidation and reviewing doctors' disciplinary and capability procedures to prevent, as far as possible, cases of poorly performing doctors.
- Contributing to the management of investigations of a clinical nature concerning doctors and dentists, such as those arising from complaints or adverse events where patients are involved.
- Jointly with the Board's Nurse Director, taking a lead role in supporting and implementing the Board's Healthcare Governance requirements and in the improvement of clinical quality through the application of clinical standards, practice guidelines, clinical audit, clinical effectiveness activities, risk management and staff development where appropriate.
- Supports development of undergraduate and postgraduate teaching of doctors, including the oversight of the role of the Director of Medical Education.
- Contributes to consultant and other senior level appointment procedures and Discretionary Points systems (or equivalent) as lead from the Board Executive Team as required.
- Along with the Board's other Clinical Executive Directors and leaders, facilitating and supporting multi-professional practice, and appropriate role re-design around changing patient pathways.
- Demonstrate and exemplify positive behaviours and attitudes which will support co-operative and partnership working to achieve progress in the redesign and provision of clinical and non-clinical services across the local health system.
- Acting as the management representative in discussions with the Local Negotiating Committee and leading the management-side of the Local Joint Negotiating Committee for medical and dental staff.
- To be responsible for all matters relating to conduct, capability or ill-health of medical staff and dentists, liaising with regulatory and advisory professional bodies, including General Medical Council (GMC), General Dental Council (GDC) and Royal Colleges.

8. Assignment and Review of Work:

This post reports to the Chief Executive of NHS Borders and is responsible for providing high level management and coordination at corporate and strategic levels. The postholder is accountable for leading and driving progress in identified areas of responsibility and within the parameters of established national and local priorities.

Review of performance is undertaken through the agreement of performance objectives and individual performance appraisal by the Chief Executive of NHS Borders, reviewed by the Board Chair. Formal appraisal is on an annual cycle but informal reviews will take place between the postholder and the Chief Executive, NHS Borders.

9. Communications and Working Relationships:

The post-holder will communicate with a wide range of senior clinical and non-clinical staff in NHS Borders, the wider NHS Scotland and beyond, and with senior officials of external organisations. Excellent communication and influencing skills are required in order to persuade others and negotiate 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 post-holder's immediate manager and his/her subordinates within NHS Borders, the following are key working relationships with examples of the purposes of these contacts:

- With Non-Executive Directors of NHS Borders and in particular the members of the Clinical Governance Committee to ensure the provision of information and support to enable them to effectively fulfil their roles as non-executives, particularly in relation to corporate and health and clinical governance, quality improvement (including patient safety), and modernisation/redesign of services.
- With other members of the Executive Team, senior managers and senior clinical staff within NHS Borders to ensure the development, implementation and review of clinical strategies.
- You will work closely with GP colleagues and Primary Care Contractors forging constructive relationships and partnerships.
- With executive directors of neighbouring NHS systems to ensure NHS Borders representation in regional planning of services.
- With the Chief Medical Officer and other members of the management board and senior staff of the Scottish Government Health & Social Care Directorate to ensure high level input to national working groups, initiatives etc. and that NHS Borders 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 Borders representation in discussions in relation to clinical issues arising from a joint service provision.
- With MPs/MSPs/local health council chairs/public pressure groups/patient representatives/ etc. in order to impart information about or respond to questions or concerns about clinical issues within NHS Borders and to support patient/public engagement.
- With the media in order to respond to media questions about matters pertaining to clinical services in NHS Borders.
- With national and local representatives of staff side organisations and Partnership Fora.

10. Most Challenging Part of the Job:

To secure through effective leadership, genuine support, ownership and commitment from senior clinical staff for redesign, continuous improvement, values and efficiency of clinical services. Managing a broad portfolio of roles, responsibilities and delivering key results for NHS Borders locally and at Regional level. Contributing successfully at National level.

11. Knowledge, Training and Experience required to do the job

Qualifications

- Active on the General Medical Council register (GP or Specialty Register) and with a current Licence to Practice

Experience, Competencies and Personal Skills

- Considerable post qualification experience in the health service.
- Significant strategic leadership experience in the NHS or similar complex multidisciplinary public or private sector organisation
- Demonstrates a high level of competence in the leadership behaviours identified for NHS Scotland Senior Managers that is; Working in Partnership, Learning and Development, Caring for Staff, Improving Performance through Team Working, Effective Communication, Improving Quality and Achieving Results
- Detailed understanding of medical best practice, regulation and Government policy
- Ability to think strategically, corporately and act as a team player
- Demonstrable leadership and communication skills
- Demonstrable experience of managing major change within a large sector or organisation
- Demonstrated experience of staff management/development and multi-disciplinary working at peer level
- Demonstrated management, knowledge and competence in finance and managing people
- Evidence of successful partnership working

**PERSON SPECIFICATION
MEDICAL DIRECTOR**

Education/Qualifications	Essential	Desirable
Degree level qualification and postgraduate qualifications.	X	
Full GMC Registration with a licence to practice.	X	
Included in the GMC Specialist Register or General Practice Register.	X	
Knowledge		
High level of understanding of epidemiology and statistics, health economics and health care evaluation.		X
Understanding of health service and NHS in Scotland	X	
Knowledge of methods of developing clinical quality assurance, quality improvement and evidence based clinical practice	X	
Understanding of social and political environment	X	
Understanding of local authorities and social services	X	
Skills		
Strategic thinker with proven leadership skills	X	
Excellent oral and written communication skills (including dealing with the media)	X	
Effective interpersonal, motivational and influencing skills	X	
Ability to respond appropriately in unplanned and unforeseen circumstances	X	
Good presentational skills (oral and written)	X	
Sensible negotiator with practical expectation of what can be achieved	X	
Substantially numerate, with highly developed analytical skills using qualitative and quantitative data		X
Computer literate, including the use of MS Office applications	X	
Ability to design, develop, interpret and implement policies	X	
Ability to concentrate for long periods (e.g. analyses, media presentations)	X	
Resource management skills		X
High standards of professional probity and integrity	X	
Experience		
Significant experience in a strategic leadership role in the NHS or similar complex organisation.	X	
Demonstrates high level of competence in the NHS Scotland leadership behaviours.	X	
Evidence of successful partnership working.	X	
Project management skills	X	
Staff management and people development	X	
Practical experience in facilitating change	X	
Budget management skills	X	
Training and mentoring skills		X
Scientific publications, presentation of papers at conferences, seminars etc		X

Personal Attributes		
Strong commitment to health service principles	X	
Able to prioritise work, and work well against a background of change and uncertainty	X	
Adaptable to situations, can interact with people of all capabilities and attitudes	X	
Commitment to team-working, and respect and consideration for the skills of others	X	
Self-motivated, pro-active, and innovative	X	
High standards of professional probity and integrity	X	

TERMS & CONDITIONS OF SERVICE

MEDICAL DIRECTOR FOR NHS BORDERS

Terms and Conditions of Service will be as determined under the Direction of the Scottish Government.

Tenure Of Employment

Subject to the provisions in the contract of employment, this appointment is on a permanent basis.

National And Regional Responsibilities

Executive Director status will be confirmed by the Scottish Ministers. You will be expected as a normal part of your responsibilities to undertake a supplementary role at national (NHSS) and regional levels. This will be described in general terms in the job description and agreed and assessed annually as part of the performance management and appraisal arrangements.

Hours of Work

This post is available for full time, but application are welcome from candidates interested in part-time or job share. For pay purposes the full time working week will be deemed to be 40 hours or as appropriate for less than full time.

Remuneration

Pay arrangements for Medical Directors are subject to Direction by Scottish Ministers.

The basic salary is in the range £92,998 - £104,525 pro rata (40 hours being full time). Placement depends on previous NHS service.

A Medical Director's Management Fee of £25,882 pro rata is payable.

There are eight performance related equivalent discretionary points ranging from £3,204 - £25,632. Performance management arrangements and pay progression will be subject to Direction by the Scottish Ministers.

Personal or professional elements of remuneration may be transferred if you are already employed in the NHSiS.

There is an Executive on-call rota and you are expected to participate, a 3% allowance of basic salary applies.

If relocating permanently to the Scottish Borders area, the successful applicant is eligible for a relocation package in accordance with our policy and relevant HMRC limits.

Superannuation

The appointment is superannuable, unless you opt out of the NHS Superannuation Scheme (Scotland) or are ineligible to join, and your remuneration will be subject to deduction of superannuation contributions in accordance with the scheme guide.

Annual Leave/Statutory and Public Holidays

Your annual leave entitlement will be 41 days including statutory holidays. The leave year will run from 1 April to 31 March. Annual leave will be subject to approval by the Chief Executive and will be granted subject to the exigencies of the Service. Leave will not normally be carried forward from one leave year to another.

Motor Vehicle Provision

Subject to your holding a current full driving licence and to it being required for the purposes of fulfilling your role, the Board may provide you with a motor car in accordance with the Leased Car provisions determined by the Remuneration Committee. If a leased vehicle is not taken, travel expenses will be reimbursed in accordance with the provisions of the UK Staff Council.

Confidentiality

Confidentiality of patient information and personal information on staff must be preserved at all times. Your appointment will also involve you in the Board's commercial activities and other business matters.

Intellectual Property/Copyright

All intellectual property, copyright, works, designs, text, records, administrative and financial material and systems made, written or designed or originated by you during the course of your employment with the Board and in connection with your appointment with the Board shall vest in the Board.

Outside Employment and Financial Interests

Whilst in the employment of the Board you must obtain prior written approval of the Chief Executive in order to take up any other additional paid employment. You should not engage in any outside employment or in any activity which would in any way conflict with the interest of the Board or be inconsistent with your position in the Board or impact on discharging your responsibilities. You must declare to the Board any financial interest or relationship you may have which may affect the Board's policies and decisions.

Acceptance of Gifts and Hospitality

You must not accept excessive hospitality or gifts in the course of your employment. You should adhere to the terms of the Board's Standards of Business Conduct.

Representation

You have the right to join and remain a member of a trade union or professional body. Similarly you also have a right not to join a trade union or professional body should you so choose.

Data Protection

Information about you, your appointment and qualifications may be included in relevant computer files within the Board. By your execution of this agreement you give explicit consent to any processing by the Board of any personal data or sensitive personal data relating to you for the purpose of employment in accordance with the terms of the Data Protection Act. You also grant your consent to the disclosure by the Board of such data to third parties in the event that such disclosure is required for the proper conduct of the Board.

Disciplinary Procedures

In the event of misconduct you may be liable to disciplinary action in accordance with the Board's Employee Conduct procedures which also set out the appropriate appeal mechanism.

Notice

The minimum period of notice that you are required to give is 3 months.

In the event that the Board terminates the contract with notice you are entitled to receive minimum 3 months notice in writing. This does not prevent either party waiving the right to notice, or from the Board making a payment in lieu of notice.

The Board may elect to terminate immediately and pay you in lieu of notice, or in lieu of the balance of your notice period. This clause is without prejudice to any right you may have under employment legislation.

Registration and Insurance

You are required have full registration with the General Medical Council throughout the duration of your employment and if applicable be included on the Specialist Register or GP Register and continue to hold a licence to practice.

You are normally covered by the NHS Hospital and Community Health Services indemnity against claims of medical negligence. However, in certain circumstances (especially in respect of services for which you receive a separate fee) you may not be covered by the indemnity. The NHSiS therefore advise that you maintain membership of a medical defence organisation. Copies of NHS Circular 1989 (PCS) 32 and NHS MEL (2000) 18 on indemnity arrangements may be obtained on request.

Employee Concerns Procedure

Any grievance which you may have should be raised in the first instance with the Chief Executive. If the matter remains unresolved you may raise your grievance with the Chair of the Health Board. This does not affect your right to raise issues of concern with the Chief Executive of NHS Borders at any time.

Medical Education

The Board is committed to support you with continuing Medical Education as appropriate to your post. You are also entitled to appropriate training and support during and at the conclusion of this appointment to assist in a return to a full clinical role if that should be your wish. In addition potential candidates are welcome to discuss with the Chief Executive specific areas of responsibility and interest, including possible options for a continuing regular hands-on clinical involvement.

SELECTION PROCESS

The Job Description and Person Specification (section 6) are designed to inform applicants of the essential and desirable criteria – qualifications, experience, skills and personal attributes – which are sought in the appointment of Directors.

Assessment against these criteria, as well as the NHS Core Leadership Competencies (section 5) will inform the recruitment and selection process for the appointment.

This will include:

- Completion of an application form, which includes a statement in support of the application;
- Completion of records of achievement against key competencies;
- Shortlisting of candidates on the basis of comparison of the information in the application form and the records of achievement against the person specification.

The selection process for shortlisted candidates will take place in line with the NHS Scotland Values Based Approach to the recruitment of all appointments at Chief Executive, Executive Director and Director level. Whilst 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 within the Values Based Recruitment Process for NHS Board Executive level appointments.

The selection process will include:

- Psychometric Assessment – shortlisted candidates will be asked to complete a behavioural assessment tool prior to interview, which will be used to inform the selection process;
- Scenario/role play exercise – this exercise will involve candidates engaging with a number of Director and senior management colleagues; it will be presented on the day and preparation time will be given;
- Presentation – as part of the formal interview, candidates will be asked to give a five minute presentation without using visual aids or notes to the Interview Selection Panel
- Values Based Competency Interview.

Applicants should submit:

- An application form, including a supporting statement and details of two referees, one of which should be your present employer;
- Two record of achievement statements showcasing and demonstrating evidence of your leadership in delivering reform.

For each achievement statement you should complete separate forms detailing the following aspects:

- Describe the context and content of the achievement.

- What was your role?
- What was the outcome?
- What did you learn from your experience and what would you do differently next time?