

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



## Candidate Information pack



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# Pack Contents

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

## Section 1

Welcome from the Chief Executive .....	02
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## Section 2

About NHS Ayrshire & Arran.....	03
Delivering our services .....	05
NHS Ayrshire & Arran as an employer.....	09
NHS Ayrshire & Arran Health Board .....	14
Key facts and figures .....	16

## Section 3

Living and working in Ayrshire .....	18
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### Welcome from the Chief Executive

Thank you for the interest you have shown in this post. I hope that the information in this pack will help you to decide and encourage you to apply for this post.

In recent years through our culture development work we have re-defined the purpose, values and behaviours that are the foundation for our approach to health and social care delivery. You will find more information on our purpose and values in this pack.

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 Integrated Joint Boards in Ayrshire on a whole system approach with our health and care teams and communities to reform services to meet these challenges and fulfil our purpose and deliver excellent, person centred care and services to the citizens of Ayrshire. We have set out our longer term strategic vision for health and care services under the banner of 'Caring for Ayrshire'.

Delivering high quality, safe, person-centred care to every person every time is our clear aim. This can only be achieved when our staff feel valued and fully engaged. NHS Ayrshire & Arran has a clear commitment to retaining, developing, supporting and attracting, staff with a key focus on improving staff's health, safety and wellbeing.

I am sure that you will have many questions and we would be delighted to hear from you in order to further your knowledge of this post and of NHS Ayrshire & Arran.

Kind regards,

**John G Burns**  
**Chief Executive**



## Section Two

### About NHS Ayrshire and Arran

NHS Ayrshire & Arran is one of 14 territorial NHS Boards within NHSScotland. Ayrshire & Arran NHS Board is responsible for the protection and improvement of the local population's health and for the delivery of frontline healthcare services. Our operational frontline services are provided through four distinct operational units – Acute Services and the Health and Social Care Partnerships in East, North and South Ayrshire.

NHS Ayrshire & Arran serves a mixed rural and urban population of 376,000. We have a full range of primary and secondary clinical services, covering the mainland of Ayrshire and the islands of Arran and Cumbrae. NHS Ayrshire & Arran covers three local authority areas: East, North and South Ayrshire. There are major areas of widespread deprivation and social exclusion in both rural and urban areas.

The healthcare challenge within the area is considerable: our population suffers higher than average rates of coronary heart disease, lung cancer, respiratory illnesses and premature death among males. Ongoing lifestyle issues such as the prevalence of smoking, poor diet and lack of exercise are key factors, as is the steadily ageing profile of the population.



Here in NHS Ayrshire & Arran, we want the best for our staff and the best for local people. We pride ourselves on improving health and providing a comprehensive range of high quality, safe, effective and person-centred health services. Our strategic direction is based on continuous improvement and services that are centred on patients and service underpinned by our organisational commitments.

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

NHS Ayrshire & Arran has a long history of commitment, passion and achievement in quality improvement; undertaken by staff with skill and belief. NHS Ayrshire & Arran's Quality Strategy 2019-22 Excellence for Ayrshire describes our commitment to deliver quality improvement and high quality care that will enable and support delivery of our strategic objectives, and our ambition for health and care service transformation.

Our strategic change principles include a clear commitment for delivery of safe, effective and person centred care as defined in the Healthcare Quality Strategy (2010) across NHS Ayrshire & Arran including our Health and Social Care Partnerships.

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

# Our Common Purpose





# Delivering our services

## 2020 vision

In September 2011, the Scottish Government set out the strategic vision for the delivery of healthcare services in Scotland.

Our vision is that by 2020 everyone is able to live longer, healthier lives at home or in a homely setting. We will have a healthcare system where:

- we have integrated health and social care;
- there is a focus upon prevention, anticipation and supported self management;
- if hospital treatment is required, and cannot be provided in a community setting, day case treatment will be the norm;
- whatever the setting, care will be provided to the highest standards of safety and quality with the person at the centre of all decisions; and
- there will be a focus on ensuring that people get back into their home or community environment as soon as possible with minimal risk of readmission.

In February 2014, Ayrshire and Arran NHS Board approved 'Our Health 2020' as NHS Ayrshire & Arran's health and wellbeing framework. The framework described how we would fulfil the national 2020 vision for health services locally and a number of key statements of intent were defined:

## Strategic Change - Our Health 2020



**Our Health 2020:**  
A health and wellbeing  
framework for  
Ayrshire and Arran

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

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- An overall theme of partnership and co-production between the individual and the community with the NHS and its partners in the public, third and independent sectors.
- A strong local health service supporting people in their day to day lives to get the best from their health.
- Within this, a focus on making home and communities, rather than hospital, the hub for care.
- Maximising the potential use of technology to improve health and healthcare.
- A focus on reducing health inequalities, on prevention, anticipation and supported self management.
- Where hospital care is needed, it will be person centred, safe and effective.
- Where a pathway involving health and social care is required, it will be integrated and seamless.

The map below illustrates the key hospital sites throughout Ayrshire and Arran:



## Acute services

Emergency and elective hospital services are provided by our acute services, which includes inpatient, outpatient and day case care. There are two district general hospitals within Ayrshire: University Hospital Ayr and University Hospital Crosshouse. These hospitals provide a wide range of acute services:

- ### University Hospital Ayr

University Hospital Ayr provides medical and surgical services on an inpatient, day case and outpatient basis. It is the main Accident and Emergency service for South Ayrshire. It provides a number of Ayrshire-wide services including Vascular Surgery, Ophthalmology and Urology. There are approximately 330 inpatient beds at Ayr.



- **University Hospital Crosshouse**

University Hospital Crosshouse provides medical and surgical services on an inpatient, day case and outpatient basis. It is the main Accident and Emergency service for East and North Ayrshire. Inpatient paediatrics, the Ayrshire Maternity Unit and the main Laboratories for Ayrshire are on the Crosshouse site. There are approximately 600 inpatient beds at Crosshouse



## **Community, mental health and learning disabilities services**

Following the introduction of Health and Social Integration, the operational delivery for the range of community healthcare services and mental health and learning disabilities services is through the three Partnerships in Ayrshire:



Ayrshire has well-established strong and effective integrated working across the health and care system. NHS Ayrshire & Arran works collaboratively with the three Integration Joint Boards, and three Ayrshire Councils to plan and deliver services that promote wellbeing in our local communities and provide easy access to high quality services for people who require them. Our joint working arrangements are comprehensive with Children's services, Adults, Older people and Justice services all encompassed within our model of integration. At a governance level our Board Non Executive members fully participate in Integration Joint Boards (IJBs) alongside local Councillors at a Leadership level and the Chief Officers of the IJBs participate fully as operational directors on NHS Ayrshire & Arran's Corporate Management Team.

## **Community services**

General medical and dental services are provided throughout Ayrshire and Arran by general practitioners, dentists, community pharmacies and optometry practices. Community nurses, health visitors and Allied Health Professionals are all involved in providing care within our local communities.

Out-of-hours general medical services are provided by Ayrshire Doctors on Call (ADOC) within the community.





## Mental health and learning disability services

The majority of our inpatient mental health services, including the Intensive Psychiatric Care Unit, are provided at the newly built Woodland View facility in Irvine.

Learning disability assessment and treatment services are provided from Arrol Park in Ayr. Elderly mental health inpatient services are provided from Ailsa Hospital in Ayr, Ayrshire Central Hospital in Irvine and East Ayrshire Community Hospital in Cumnock. Community based services are provided throughout Ayrshire for a range of clinical groups: adults, child and adolescent, elderly and addiction services.



For more information on the full range of clinical services provided by NHS Ayrshire & Arran, visit our website: [www.nhsaaa.net](http://www.nhsaaa.net).

# NHS Ayrshire & Arran as an employer

NHS Ayrshire & Arran recognises that our staff are vital to delivering our purpose, values and commitments and to achieving our strategic objectives.

Our aim is to create an organisation where people want to work and strive to deliver excellence each day; where staff wellbeing and personal resilience are supported; where careers are interesting and developed; where staff are encouraged to reach their full potential; and where staff feel their contribution is recognised and valued.

To do this, we are implementing our People Strategy – People Matter and our Health Safety and Wellbeing Strategy to help us retain, develop, and support our current staff and attract the right staff with the right skills and values going forward and enhance their work experience. This will directly contribute to our aspiration to deliver excellent high quality services to every person, every time.



NHS Ayrshire and Arran has a suite of excellent Workforce Policies, including a number of policies for supporting life work balance, that demonstrate its commitment to being a modern, exemplar employer; showcasing our core values, and promoting consistent employment policy and practice that supports the implementation of the Staff Governance Standard and effective recruitment and retention.

Our staff have told us the unique factors that help to define us as an employer of choice:

- 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;
- our track record in supporting our staff's learning, development and career aspirations, from our initial comprehensive corporate induction programme to the availability of a wide range of internal training, development and leadership programmes;
- our commitment to supporting flexible working through a wide range of family friendly policies; and
- our commitment to support and improve our staff's health, safety, wellbeing and resilience.



*"I work in a good size hospital, that is not too big and I have really welcomed the opportunity to be involved in service developments."*

*"The people working here are fantastic, and the organisation is so supportive of staff's development. Working here fulfils you professionally and gives great life work balance."*

*"Living in Ayrshire provides a nice lifestyle. I drive to work through lovely countryside and I live close to the sea. There are great schools to choose from and if you want a big city fix, then you can get there in 30 mins. I wouldn't want to live and work anywhere else. "*

## Staff Health and Wellbeing

NHS Ayrshire and Arran is fully committed to supporting and improving the health, safety and wellbeing of its staff. The Board's Staff Health, Safety and Wellbeing Strategy outlines the approach being taken to this and the range of activities and improvements. Key to this is our Occupational Health Service and Staff Care Service who provide a range of support and interventions to our staff.

Given the importance that being active has to improving health and wellbeing, the Board has a very intentional, focussed and well publicised physical activity approach – Work on Wellness WOW, which has both general and season specific branding, and provides a visible framework for communicating and promoting staff wellbeing activities, including Step count Challenges, Forest Fit Runs, Dog Walks, Cycling Challenges.



The Board has achieved and maintained the Healthy Working Lives Gold Award.



Our three main hospital sites – University Hospital Crosshouse, University Hospital Ayr and Ayrshire Central Hospital have Cycle Friendly Employer Status awarded by Cycling Scotland; which is a national recognition programme that provides an award scheme and funding to help employers make it easier for staff to cycle. The Board supports the Cycle to Work Employment Benefit Scheme, which provides support to staff to purchase a bicycle to allow them to cycle to work.



## Recognising Achievement and Celebrating Success

Recognising staff achievement and celebrating success is very important to NHS Ayrshire and Arran and Ayrshire Achieves provides a route throughout the year to recognise staff contributions and achievements and say thank you. Our annual Ayrshire Achieves Award Ceremony, funded by the Charity Fund, is a wonderful opportunity to applaud excellence, innovation and continuous improvement in the quality of care and services we provide and celebrate and thank those staff who demonstrate exceptional achievements during the year.

## Board Accreditation and Awards

The range of Board accreditation/recognition awards help to describe what is important to NHS Ayrshire and Arran and reinforce what staff can expect from their employer when they join NHS Ayrshire and Arran:

### Sustainability

NHS Ayrshire and Arran has been awarded a Silver Accreditation for our sustainability work – environmental, economic and social, and are the only Health Board in Scotland to have reached this standard. We want our staff to be active participants in this work to enable further improvements and work with us in making little changes that can make a big difference.

Some of our key successes have been:

- Energy – installing a combined heating and power plant to reduce utility costs and cutting CO2 emissions by 245 tonnes each year; installing a new renewable biomass plant, to reduce fossil fuel consumption and CO2 emissions by around 1,400 tonnes each year.
- Single Use Plastics – reducing single use plastic in a number of setting, e.g. stopping use of plastic cutlery in our staff dining rooms.
- Transport – procuring four new electric vehicles with Energy Saving Trust funding, and are working toward installing electric vehicle charging points, using Scottish Government funding; upgrading cycle paths at our sites to help those choosing to cycle to and from work.
- Greening Our Estate – developing a number of woodland walks and green spaces for staff, patients and visitors to use; developing a green gym and have an outdoor teaching & meeting centre. 30 hectares of underutilised woodland and meadowland have been used to create new pathways and green spaces; we have planted new trees and installed bat and bird boxes and bug hotels across our sites; and we have upgraded our cycle paths.



### Equality for All

NHS Ayrshire and Arran is committed to creating an open, inclusive working culture where all staff are at ease being themselves at work. We work to improve and embed this by raising awareness of the protected characteristics covered by the Equality Act; sharing the steps being taken by NHS Ayrshire and Arran to support staff; promoting equality in the workplace and making sure that everyone has access to the same opportunities and the same fair treatment.

### Disability Confident

NHS Ayrshire and Arran has achieved recognition as a Disability Confident Employer which confirms our employer commitment to be part of a movement of change, thinking differently about disability and taking action to improve how we recruit, retain and





develop disabled employees.

## LGBT

We are proud to have achieved the LGBT Charter Award and remain committed to the Stonewall Diversity Champions Programme. LGBT employees and service users will feel safe, supported and included.

In 2018, NHS Ayrshire and Arran received a Special Recognition Stonewall Diversity Champions Award



## Carer Positive

NHS Ayrshire and Arran has been recognised as a Carer Positive Engaged employer by Carers Scotland, in recognition of its commitment to supporting its working carers through workplace policies, working practices and the provision of access to support and information, Work is underway to progress to acquiring the next level of recognition with a long term goal of achieving Exemplary status.



## Investing In Volunteers

In achieving this standard NHS Ayrshire and Arran demonstrates to our volunteers – and potential volunteers – how much they are valued and gives them confidence in our ability to provide an outstanding volunteer experience.



## Global Citizenship

NHS Ayrshire and Arran is fully supportive of the NHSScotland Global Citizenship Programme and supports staff who want to make a personal and professional contribution to global health work in low and middle income countries. This valuable work not only helps to reduce common challenges such as disease epidemics, but provides mutual learning opportunities and brings proven benefits for our NHS staff and healthcare system.



## Reservists

NHS Ayrshire and Arran recognises the value that serving personnel, reservists, veterans and military families bring to our organisation and the Board's commitment to support the armed forces community was recognised in 2016 when the organisation received the Defence Employer Recognising Scheme Silver award.



## **Scottish Living Wage (Real Living Wage)**

NHS Ayrshire and Arran has initiated the process of becoming an accredited employer, with the minimum hourly rate requirement already being exceeded for directly employed staff and data from third party contractors being collated.

## **NHS Staff Benefits**

NHS Ayrshire & Arran works in partnership with NHS Staff Benefits to give staff access to a wide range of exclusive discounts and benefits. As a member of NHS staff, you can use [www.nhsstaffbenefits.co.uk](http://www.nhsstaffbenefits.co.uk) to save on holidays, home improvements, leisure, days out, wellbeing, weddings, motoring and online shopping.



# NHS Ayrshire & Arran Health Board

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

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

The NHS Board of Directors consists of the Chairman, Executive and Non-Executive Directors and is accountable to the Cabinet Secretary for Health and Wellbeing and the Scottish Government.

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

## **Non-executive Directors:**

Mrs Lesley Bowie, Chair

Mrs Margaret Anderson, Non-Executive Board Member

Mr Michael Breen, Non-Executive Board Member

Cllr Laura Brennan-Whitefield, South Ayrshire Council

Mr Adrian Carragher, Chair, Area Clinical Forum

Cllr Joe Cullinane, North Ayrshire Council

Mrs Jean Ford, Non-Executive Board Member

Mr Ewing Hope, Employee Director

Mr Bob Martin, Non-Executive Board Member

Mr John Rainey, Non-Executive Board Member

Cllr Douglas Reid, East Ayrshire Council

Ms Linda Semple, Non-Executive Board Member

Miss Lisa Tennant, Non-Executive Board Member

## **Executive Directors - Board members:**

Mr John Burns, Chief Executive

Professor Hazel Borland, Nurse Director

Dr Alison Graham, Joint Medical Director

Mr Derek Lindsay, Finance Director

## **Directors - Non-Board members:**

Mr Stephen Brown, Director of Health & Social Care, North Ayrshire

Mrs Kirstin Dickson, Director of Transformation and Sustainability

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

Mr Eddie Fraser, Director of Health & Social Care, East Ayrshire

Mrs Joanne Edwards, Director for Acute Services

Mrs Patricia Leiser, HR Director (until 30 April 2020)

Dr Crawford McGuffie, Joint Medical Director

Dr Joy Tomlinson/Mrs Lynne McNiven, Interim Joint Public Health Directors

Mr John Wright, Director of Corporate Support Services

You can find further detail on:

- the role of the NHS Board;
- our organisational structure;
- our strategic intent;
- how we make decisions;
- how we perform;
- our plans for delivery of healthcare services within Ayrshire;
- our key publications;

by visiting the NHS Ayrshire & Arran website: [www.nhsaaa.net](http://www.nhsaaa.net).



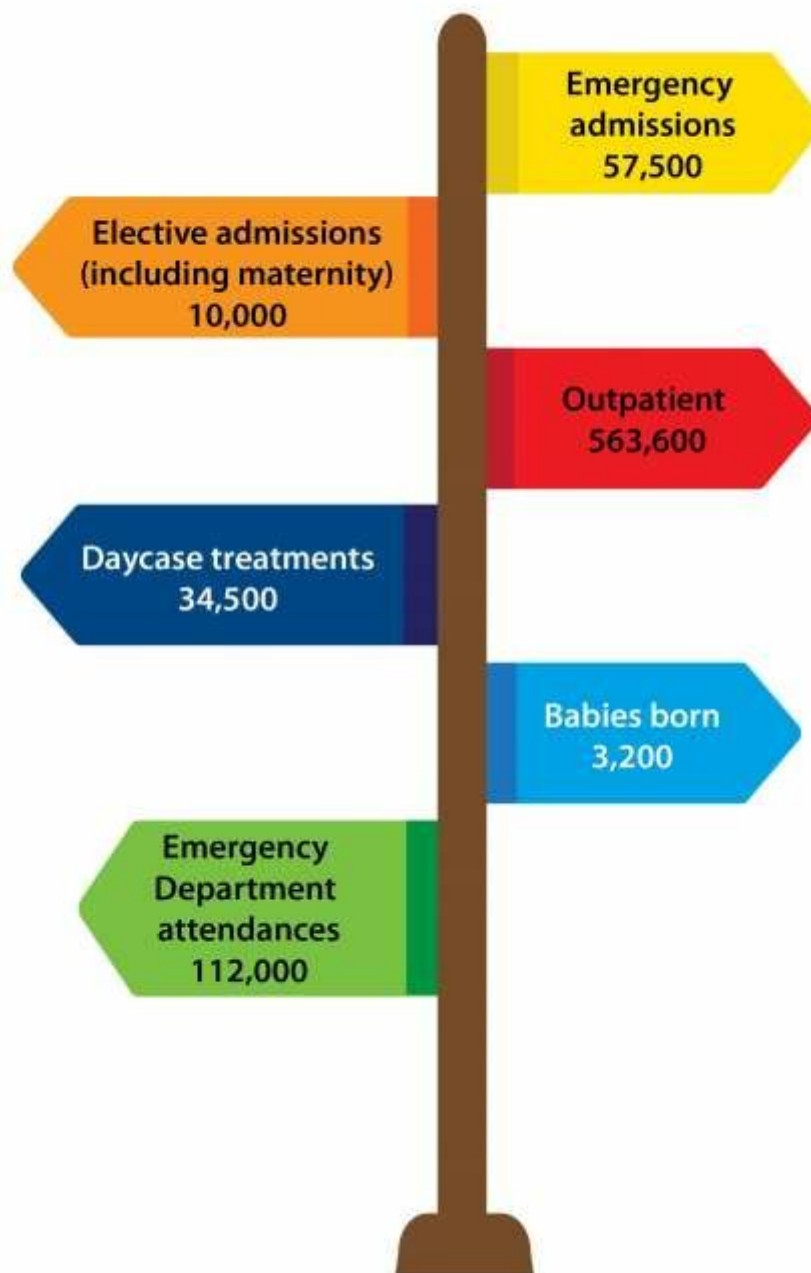
# Key facts and figures

## Our spending

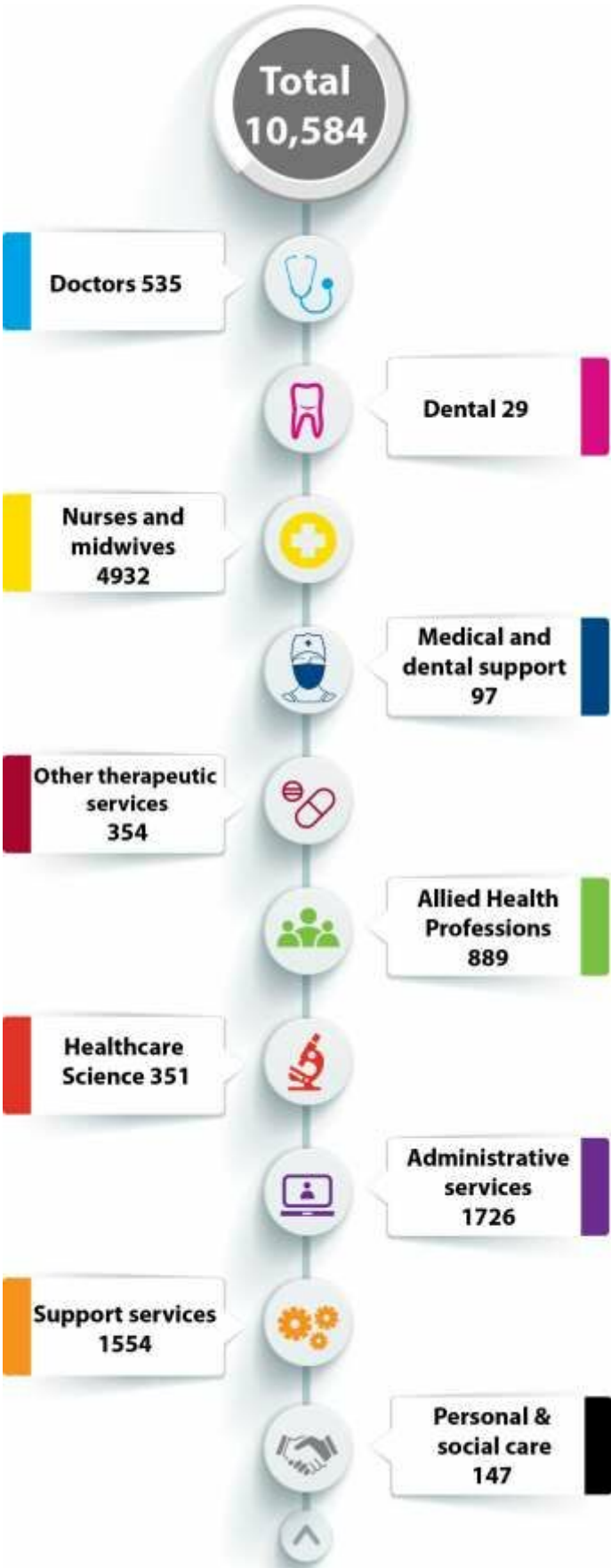
Our typical annual revenue spend is approximately £850+million, of which over 50% is expenditure on staffing.

## Our typical annual activity

(approximate, between April 2018 and March 2019)



**Our staff**  
(approximate headcount as at 31 October 2019)



### Living and Working in Ayrshire

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

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

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

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

There are too many Ayrshire attractions to list but here are some:

**Dumfries House**   **Robert Burns Birthplace Museum**  
**Scottish Dark Sky Observatory**   **GOAT FELL, ARRAN**  
**Brodict Castle Garden and Country Park**  
**Heads of Ayr Farm Park**   **West Kilbride Craft Town**  
**Dean Castle & Country Park**   **Arran Distillery**  
**Vikingar**   **Culzean Castle and Country Park**  
**Millport's Cathedral of the Isle**  
**Ayr Racecourse**   **Machrie Moor Stone Circles**  
**DUNDONALD CASTLE**   **Rozelle Park**  
**Royal Troon Golf Course**   **Ayr seafront & play park**  
**Scottish Maritime Museum**   **Troon Beach**

Local educational standards are very high at primary and secondary level. However, private education is also available in the area.

See the links below for more information on local authority services:

## **East Ayrshire Council**

[www.east-ayrshire.gov.uk](http://www.east-ayrshire.gov.uk)

## **North Ayrshire Council**

[www.north-ayrshire.gov.uk](http://www.north-ayrshire.gov.uk)



## **South Ayrshire Council**

[www.south-ayrshire.gov.uk](http://www.south-ayrshire.gov.uk)



For further information on things to do and places to explore in Ayrshire, use the following link:  
<https://www.visitscotland.com/destinations-maps/ayrshire-arran/>