



# Heads of Service

## Fife Health and Social Care Partnership

Application reference number: 041339





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# Message from Director of Health and Social Care



## Welcome

Thank you for your interest in the Heads of Service Posts within Fife Health and Social Care Partnership which are newly re-focused roles and offer an exciting opportunity to work collaboratively with a strong, effective and Integrated Senior Leadership Team, to lead and drive the transformation and reform of our health and care services for the citizens of Fife.

We are a forward-thinking organisation constantly seeking to deliver high performance and the outcomes of integration with a focus on quality, person-centred care and sustainable services. If you relish a challenge and have a passion for public service, then Fife Health and Social Care Partnership will provide a great opportunity for you to realise your potential.

Amongst the larger Health and Social Care Partnerships in Scotland, we deliver a significant range of delegated services including adult health and care, primary care, mental health, children's services for a population of around 370,000 across the Kingdom of Fife. We are rooted in the communities and localities we serve and are driven by our vision to improve the health of our population by developing integrated health and social care services delivered by our highly talented and committed workforce and close collaborative working with our partners in the independent and voluntary sectors. Being co-terminus with both NHS Fife and Fife Council, being part of Fife Health and Social Care Partnership offers excellent opportunity to deliver a whole system "Team Fife" approach.

We now require three outstanding Heads of Service to provide operational management of a portfolio of services and to lead the development and delivery of a portfolio of strategic objectives. The portfolios are:

- 1/ Head of Primary and Preventative Care Services.
- 2/ Head of Community Care Services.
- 3/ Head of Complex and Critical Services.

We are realistic in respect of the challenges we face, but highly ambitious for our partnership, culture, staff and our communities. You will have a proven track record in values-based leadership, operational management and transformational change and be committed to integration, collaboration and partnership working, demonstrating outstanding people and engagement skills to forge new relationships with public and partner organisations. In joining us as a Head of Service, you will have the opportunity to make a career defining impact within Health and Social Care, leading culture change where our workforce thrives and performs to their fullest potential, leading a sustainable organisation and improving the health and wellbeing of our communities.

**Nicky Connor**  
**Chief Officer and Director of Health and Social Care**

## Heads of Service

A fantastic opportunity has arisen for three Heads of Service to join the Fife Health and Social Care Partnership to provide both operational management and strategic leadership for a portfolio of services as core members of the Senior Leadership Team.

Fife Health and Social Care Partnership is one of the larger Health and Social Care Partnerships in Scotland, serving the stunning and diverse Kingdom on Fife on Scotland's East coast. We provide health and social care to a population of more than 370,000 people and lead a workforce of around 6,000 staff. We support a Team Fife approach with NHS Fife, Fife Council, the independent and voluntary sectors.

It is an exciting time to join the Senior Leadership Team as we are commencing a significant programme of change and transformation. We are committed to the delivery of the outcomes of Integration for the people of Fife and striving for excellence in both quality and person-centred care through our strategic plan. By choosing to join the Fife Health and Social Care Partnership, you are choosing to make a real difference.

The Heads of Service roles are critical to leading a portfolio of service areas including:

1. **Head of Primary and Preventative Care Services** – including Primary Care, Urgent Care, Dental, Health Promotion & Improvement, Children's Services, Sexual Health, local area co-ordination and Allied Health Professions
2. **Head of Community Care Services** – including community hospitals, care homes, home care; and community health services.
3. **Head of Complex and Critical Services** – including mental health; psychology, learning disability and adult social work.

The recruitment pack provides fuller details of these service areas and the vision on how we will work across traditional boundaries and portfolio areas to develop systems leadership, providing joined up care for the people of Fife within localities and our communities.

We are looking to appoint driven and inspiring individuals who have the ability to lead wide ranging and sustainable service developments. As a team player you will be committed to collaboration and partnership working, whilst ensuring the highest standards of strategic and operational management working closely with both the Senior and Extended Leadership team.

If you believe you have the skills, values, knowledge and experience to provide leadership to any of the portfolio of services described above, then we would welcome your application. Please state within your application, in the assessment form section, the specific post(s) you wish to be considered for.

For an informal discussion with Nicky Connor, Chief Officer & Director of Health and Social Care please contact Sally Howley, Management Support Officer to Chief Officer on [sally.howley@fife.gov.uk](mailto:sally.howley@fife.gov.uk)



# Job description

## Job Title

Head of Services Fife Health and Social Care Partnership

Please note the posts advertised will either be:

- Head of Primary and Preventative Care Services
- Head of Community Care Services
- Head of Complex and Critical Services

*\*A process of organisational change is ongoing to fully define these portfolio areas*

## Reports to

Director of Health and Social Care

## Accountable to

Director of Health and Social Care

## Terms & Conditions

The Appointments Panel will make an offer on either Local Government or NHS terms and conditions, including salary. This will determine the pension scheme. Please see separate documents regarding terms and conditions for NHS Fife and Fife Council.

## Post Status

Permanent

## Grade

- Fife Council CO37 (£93,932) or
- NHS AFC Band BD Salary up to £89,732 per annum (from 1 April 2020)

## Last Update

December 2020

## Job purpose

Accountable to the Director for the operational management of a portfolio of service areas and achievement of business performance objectives, delivering safe, effective and efficient health and social care services aligned to legislative and policy frameworks, whilst ensuring compliance with human resources, financial and quality standards.

Lead the development and delivery of a portfolio of strategic objectives to enable the delivery of Health and Social Care functions across Fife as a whole and within designated localities, ensuring an inclusive approach with partners and adopting emerging evidence and best practice.

Be a key member of Fife Health and Social Care Partnership Senior Leadership Team supporting the Director to lead the corporate and strategic direction and delivery of high performing, outcomes focused, person centred and sustainable Integrated Health and Care Services for the people of Fife.

Ensure a supportive collective leadership approach to the development and delivery of the strategic plan aligned to the national health and wellbeing outcomes and a commitment to sustainable services which deliver best value and best quality for Fife's population.

Lead agreed corporate responsibilities across a range of functions to standardise approaches across the Health and Social Care Partnership and contribute to an inclusive values-based culture which facilitates continuous quality improvement and enables organisational resilience and sustainability.

## Role of Department

At its heart, integration is about ensuring those who use health and social care services get the right care and support whatever their needs, at the right time and in the right setting at any point in their care journey, with a focus on community-based and preventative care.

A wide range of services from NHS Fife and Fife Council's Social Work Services have been delegated to Fife's Health and Social Care Partnership. Services we are now responsible for include: all adult and older people Social Work Services; community health services including community hospital, mental health and Learning Disability; children's community health services; the planning of some services provided in hospital e.g. medical care of the elderly. NHS Fife and Fife Council remain the employers and the services that are delegated are managed through the Chief Officer, in their capacity as Director of Health and Social Care, who reports to both Chief Executives.

In Fife we also work with around 300 organisations across the third and independent sectors and they are a vital part of the Partnership in delivering services.

### Fife Health and Social Care Partnership Dimensions

<b>Population of Fife:</b>	370,000
<b>Fife HSCP Budget:</b>	£525m
<b>Staff:</b>	circa 6,000

## Organisational Position

The post holder is a member of the Senior Leadership Team and reports directly to the Director of Health and Social Care. The post holder has line management responsibility for NHS and Council Service Managers, and a portfolio of NHS Fife and Fife Council services.

The Head of Service management responsibility includes:

- Operational delivery of a portfolio of Service areas.
- A budget of approx £150M +
- Direct management responsibility for approx 2,000 + staff across both Health and Social Care Services.
- Delivery of corporate objectives which support the ongoing development of Fife Health and Social Care Partnership as a whole, aligned to delivery of the strategic plan, valuing and leading people, and other specific areas of corporate responsibility.
- Role modelling cultural change to value staff, public and partners enabling pace and scale of integration in Fife.
- Taking a lead role in an agreed programme of strategic change.
- Working closely and in an integrated way with the Senior Leadership Team supporting systems leadership and collaborative professional and operational alignment.
- Supporting the development of the Extended Leadership Team to enable whole system working and connections across primary and preventative care; community care, complex critical and business enabling services.
- Deputising as required for the Director of Health and Social Care.

The HSCP may vary line management arrangements in accordance with service or structure changes agreed by Director of Health and Social Care through due governance.

## Key result areas

- Ensure services within portfolio are delivered within the agreed financial framework.
- Ensure that services within portfolio comply with statutory requirements.
- Ensure that service delivery is underpinned by a culture of continuous improvement and that national and local standards are achieved.
- As a member of the Senior Leadership Team, incorporate ownership, commitment and strategic leadership in the delivery of Integrated Health and Social Care Services, making a lead contribution to effective management and strategic planning in the partnership.
- Work with the Director and SLT members to support the development of an Extended Leadership Team within the Health and Social Care Partnership supporting a Team Fife culture.
- Significant Operational Management responsibility for a portfolio of service responsibilities including influencing and implementing the priorities agreed in the strategic plan. Taking a lead role in securing collaboration with partners, including community, voluntary sector, carers and local stakeholders.



Ensuring alignment to the partnerships targets, policy and governance frameworks, to assure effectiveness and fitness for purpose.

- Ensure areas of responsibility comply with legislation, policy, governance and performance frameworks, with particular reference to NHS and Local Authority Standing Orders and Financial Regulations and the Partnerships Medium Term Financial Strategy and performance frameworks. Taking appropriate corrective action to manage within agreed budget and financial/performance targets/systems.
- Provide operational advice on portfolio of service responsibilities to the HSCP Director, SLT and ELT colleagues, Integration Joint Board (IJB), Fife Council and NHS Fife and their committees on all aspects of the role and its function as required.
- Represent the interest and views of Fife Health and Social Care Partnership in relation to the managed functions, supporting the work of relevant bodies, committees and partnership arrangements by developing and maintaining effective internal and external relationships.
- Work with SLT colleagues to ensure a culture of accountability, discharged through all areas of responsibility, to ensure compliance within internal audits and external inspectorates.
- Promote continuous quality improvement to ensure learning is shared and implemented to develop practice and new approaches to prevention and improved outcomes.
- Promote and value the diversity of staff, people and communities served by the Partnership to ensure equity of access and treatment in employment and service delivery. Working closely with Trade Unions and HR.
- Provide effective leadership and positively model values and desired behaviours ensuring effective and efficient management of resources, workforce planning, capacity building, harnessing digital and technology to demonstrate transparent best value and best quality in all activities.
- Ensure services are fit for purpose and staff are supported with the knowledge, skills and demonstrate the behaviours and values that are core to the delivery of high-quality integrated health and social care services.
- Ensure the appropriate systems and processes are in place, maintained and developed within services to meet the requirements of finance/performance, clinical/care, health & safety, audit/risk and staff governance through working closely with SLT colleagues in relation to their lead responsibility areas and participating in defined monitoring, performance management and evaluation.
- Ensure the Partnership, Fife council and NHS Fife policies and decisions are implemented and monitor compliance with quality and performance standards, legislation and government policy and decisions undertaken by the IJB, Health Board or Council.
- Support the Director of Health of Social Care in the delivery of Directions issued by Fife Integration Board.

- Champion a culture of support, enquiry and constructive challenge to promote continuous review, improvement, horizon scanning and performance to enable customer/client/patient quality and a track record of achievements.
- Support operational management and delivery within the Health and Social Care Partnership as a whole including: Deputise as required for the Director of Health and Social Care; Provide operational management cover for other heads of service during times of leave; Lead on specific managerial tasks or cross Partnership remits identified by the Director including representing the Partnership at a local or national level.
- The duties and responsibilities contained in this job description have been summarised and should be regarded as neither exhaustive or exclusive as the job holder may be required to undertake other reasonably determined duties commensurate with the level and grade of the post without changing the general character and nature of the post.

## Equipment & Machinery

Essential user of Personal Computer(s) and networked systems across NHS Fife and Fife Council.

Use of office equipment: PC, photocopier, printer, telephone.

## Systems

Good knowledge of MS Office suite of software including Outlook, Teams Excel, Word, and PowerPoint.

Use of internet for information and research purposes.

Familiarity with NHS Fife and Fife Council systems and formats to access and interpret required information.

## Assignment and review of work

Objectives will be agreed annually with the Director of Health and Social Care, through a collaborative and collegiate approach with a focus on both managerial responsibilities and accountability.

The post holder is responsible for ensuring delivery of those objectives within the statutory obligations of the post. Formal review will take place at mid-year and year-end. Update of objectives and review of progress will also take place through regular meetings with the Director.

The work of this post is largely self-directed in line with strategic plan, SLT strategic objectives, agreed priorities and individual objectives.

The nature of the work will be a mixture of routine, planned and timetabled tasks. In addition, ad hoc assignments with tight timescales may be assigned for prioritisation. Work may involve a requirement for on-call and out of hours provision.

Beyond this the post holder's work will be informed by issues arising across both Health and Social Care Services where applicable, as well as evolving best practice across Scotland.

Workload management is the responsibility of the post holder. The post holder is required to prioritise workload to support the Director of Health and Social Care in ensuring all the demands of the Health & Social Care Partnership and Integration Joint Board (& Committees) are understood and all necessary deadlines are met.

Participate in the performance review process, including peer review, ensuring the process reflects a culture of parity and respect across SLT that supports system leadership.

## Decisions and Judgements

Decisions will require to be made where no policies and procedures exist locally or nationally. This will require risk identification, escalation, management and mitigation, working with appropriate SLT colleagues, Business Partners, and in consultation with relevant stakeholders to address. Escalation is to the Director of Health and Social Care to ensure effective management of organisational risk.

Expected to manage objectives autonomously and deliver within the timeframes agreed.

Required to use own initiative to develop and produce high quality reports for a range of groups across Fife.

Required to work autonomously, guided by national and organisational policy and regulations and taking into account agreed priorities for the Health and Social Care Partnership leadership team and Integration Joint Board.

High level of personal and professional responsibility to stakeholders (including senior management, clinicians and social work teams). As part of a culture of systems leadership.

Informing future decision making within the Health and Social Care Partnership leadership interpreting information as required and advising the Director and senior managers appropriately.

The Head of Service has freedom to act within the agreed parameters, using discretion and judgement on complex matters.

## Most Difficult and Challenging Parts of the Job

Developing and managing a fully integrated Health and Social Care Service which retains an ability to fulfil the individual agency accountability for statutory functions, resources and employment issues.

Challenging health and social inequalities within the local population, whilst participating in community planning and public health improvement processes, engaging with a variety of agencies and organisations.

Managing the expectations of the public in a context of increased complex need, demographic pressures and within a constrained financial context.

Ensuring the voice of citizens (including people that access health and social care service and their families/carers) is heard and well represented through the service planning and delivery of services.

Leading a change in culture and practice which embraces partnership working and is inclusive in consideration of a wide range of professional roles and responsibilities.

Balancing the needs of the Director of Health and Social Care, the Health & Social Care Partnership leadership team, Service Managers and the wider functions of NHS Fife and Fife Council.

Building and maintaining effective working relationships with colleagues and peers within the Health and Social Care Partnership Senior and Extended leadership team, while challenging and holding them to account on key objectives.

Knowing and understanding the business of both health and social care services, as well as the financial context.

Developing and maintaining effective working relationships with managers and clinicians who have competing priorities.

Developing and maintaining professional respect from clinical and other colleagues, in order to influence decision making with credibility, and from a sound evidence base.

Maintaining strong professional and technical skills, through support for key pieces of work within NHS Fife or Fife Council.

Strong communication and influencing skills are required to develop and maintain effective working across Fife Council, NHS Fife and with other partners and stakeholders. Ensuring at all times a focus on the national health and wellbeing outcomes, principles of integration, and an emphasis on supporting locality-based working.

## Communications and working relationships

The ability of the post holder to maintain key relationships and effective communication with a range of other individuals and parties will be crucial to the success of this role. It is essential strong relationships are developed and maintained with colleagues in the Senior and Extended Leadership Team and across both NHS Fife and Fife Council.

Communication will need to be appropriate and flexible to meet the requirements of the recipient(s), including written reports, presentations, informal briefings, group discussions, and 1:1 meetings.

The post holder will require strong skills in persuasion, negotiation, diplomacy and change management to overcome barriers.

Examples of key relationships include:

- Director of Health and Social Care
- All members of the Senior Leadership Team respecting the diversity of roles and responsibility
- Extended Leadership Team
- Integration Joint Board members
- Senior managers, Clinicians and professional leads across NHS Fife and Fife Council
- Chief Social Work Officer
- Medical Director
- Nurse Director
- Director of Public Health
- Business Partners including Finance and HR
- Trade Unions and representatives from other professional organisations
- Elected Members/local MPs/MSPs
- Health and Social Care Partnerships
- Scottish Government Health & Social Care Directorates
- Other NHS Boards
- Other Local Authorities
- Media
- Local communities

- Third sector
- Independent sector
- Carers
- Local Communities

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

High degree of personal resilience, with a focus on health and wellbeing, especially at times of significant organisational change and in a turbulent and politically driven environment.

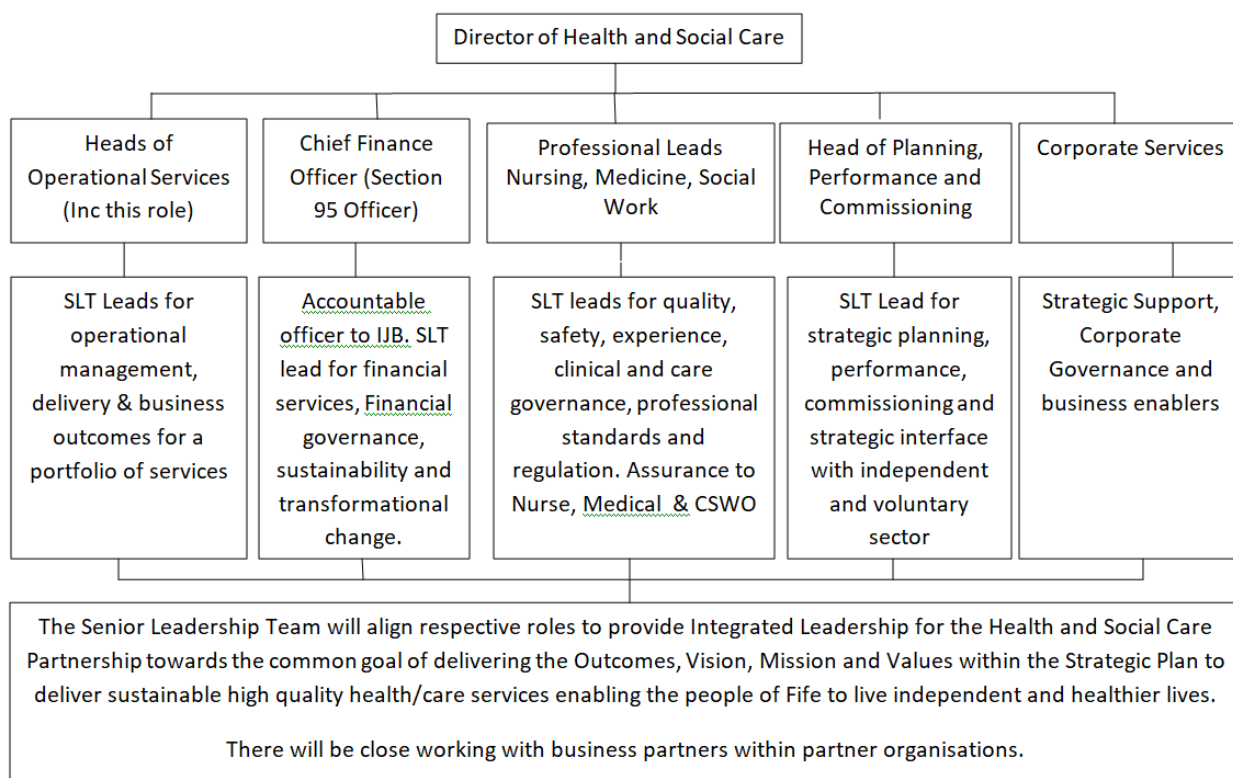
Requirement for speed, accuracy and attention to detail. Whilst the office environment is relatively comfortable there can be prolonged periods of exposure to VDU/keyboard in combination with the concentration and thinking that the role involves and working in a shared office space.

Requirement to present in public forums with media present on matters which may be complex or contentious, including at IJB, Committees, whilst upholding professional values.

## Special Conditions

Before confirming your appointment, you will be required to obtain Protection of Vulnerable Groups (PVG) Scheme Membership through Disclosure Scotland.

# Organisational Chart



***\*Please note the Health and Social Care Partnership is currently undergoing a process of organisational change***



# Personal Specification

## Experience

- Proven experience of developing and implementing services with strong customer/patient/client focus. (Essential)
- Extensive senior leadership and management experience within a large, complex and publicly accountable organisation, delivering professional health or social care services. (Essential)
- Evidence of leading by example, building and maintaining positive relationships through collaborative and partnership working, and personally displaying values-based leadership behaviours. (Essential)
- Evidence of shaping policies and systems that reward a “can do” culture. (Essential)
- Evidence of providing clear direction to support and lead complex organisational and service change with collaborative working, genuine delegation and staff empowerment that produces results. (Essential)
- Experience of responsibility for a significant and diverse operational portfolio influencing policy and developing service strategy. (Essential)
- Ability to demonstrate a clear appreciation and understanding of the dimensions of the post in both the public and political arena. (Essential)
- Demonstrates ethics, values and personal qualities/behaviours consistent with the vision, culture and values of HSCP. (Essential)
- Record of success in translating corporate and operational strategies into effective service delivery demonstrating best practice and best value. (Essential)
- Record of success in managing large, complex services. (Desirable)

## Education, Qualifications, Training

- Relevant degree (Essential)
- Post Graduate Education relevant to area of responsibility. (Essential)
- Evidence of ongoing Continuous Professional Development. (Essential)
- Management/Leadership qualification or training. (Desirable)
- MSc/MBA Level Education. (Desirable)

## Skills, Abilities & Knowledge

- Effective leadership and influencing skills. (Essential)
- Ability to engender a positive performance culture and to motivate/empower/coach others to give their best. (Essential)
- Ability to manage change and embrace different ways of working. (Essential)
- Astute political awareness, customer focus and partnership working. (Essential)
- Understanding of the Health and Social Care agenda in Scotland (Essential)
- Knowledge of the priorities for Fife Health and Social Care Partnership, NHS Fife and Fife Council. (Essential)
- Current knowledge of the Scottish Governments strategies and policies in relation to Integration of Health and Social Care. (Essential)
- Ability to lead across both health and Social Care and effectively manage across and at the interface of Organisational Boundaries. (Essential)
- Ability to represent views of the organisation at strategic, local and multi-agency level (Essential)
- Evidence of management of large-scale resources and risk to meet Best Value and customer expectations within a constantly challenging environment. (Essential)
- Knowledge and experience of systems leadership. (Essential)
- Evidence of working successfully in a sensitive political context. (Desirable)

## Communication and Interpersonal

- Persuasive communicator and presenter, enabling others to see the whole picture and to perform to the highest possible standards. (Essential)
- Skilled negotiator able to optimise partnership and collaborative working to deliver the best outcomes. (Essential)
- Skilled report writing. (Essential)
- High standard of personal and professional integrity. (Essential)
- Tact, diplomacy and political astuteness. (Essential)
- Skilled in dealing with the media and press releases professionally and sensitively. (Desirable)

## Health and Physical Attributes

- Ability to provide a regular and effective service. (Essential)
- Emotional and professional resilience. (Essential)
- Ability to travel as required. (Essential)

# Heads of Service Portfolio Areas

All Heads of Service will be part of the Senior Leadership Team who will align their respective roles to provide collaborative and integrated leadership towards the common goal of delivering the outcomes, mission, vision and values within Fife Health and Social Care Strategic Plan to deliver high quality and sustainable services enabling the people of Fife to live independent and healthier lives.

Operational Services are grouped into portfolios aligned to outcomes of Integration and priorities in the Strategic Plan. In addition to heads of service operational portfolios other members of the senior leadership team lead services that support operational business delivery through professional standards, business, change, performance, planning, governance, finance and corporate services. ***\*Please note that a process of Organisational Change is ongoing. What is described below reflects a working structure. The detail listed may be subject to some change.***

The vision for change within the Health and Social Care Partnership is to strengthen the value of being one health and social care partnership and the requirement to facilitate services to work across all of the service portfolio areas (as required) to meet people's needs as well as working closely with business enabling teams. Another key priority is to enable and empower locality working to support joined up seamless care within the communities of Fife. Heads of Service will provide a critical role as part of the senior leadership team in leading integrated teams and cultural change.

## 1/ Head of Primary and Preventative Care Services

- **Common focus** on Integrated Primary and Preventive Care Services; population health, primary care, prevention, self-care, promoting health and wellbeing and universal services.
- Aligned to the **outcomes of integration**: People are able to look after and improve their own health and wellbeing and live in good health for longer; Health and social care services contribute to reducing health inequalities; People who provide unpaid care are supported to look after their own health and wellbeing, including to reduce any negative impact of their caring role on their own health and wellbeing.
- Focused on the delivery of the **strategic plan** for: Working with local people and communities to address inequalities and improve health and wellbeing outcomes across Fife
- Have requirements to deliver against multiple **national priorities and performance targets** for example: Primary Care Transformation, Smoking Cessation, Urgent Care Transformation.
- In addition to close working across community care services; complex and critical and business enabling services these teams will **work closely with** Localities and Communities; Third Sector Early Intervention; Primary Care including General Practice, Community Pharmacy, Ophthalmology, Dental; Community Planning, Education, Sports and Leisure and Public Health.
- The **key functions** include: Universal Services; In hours and out of hours primary care; Prevention; Health Inequalities; Health Improvement; Promoting wellbeing; Early Intervention; Community Led Support; Self-Management / Independence.
- **Key Services areas\*** include: Children's Services; Urgent Care; Sexual Health / Rheumatology; Primary Care (General Practice, Community Pharmacy, Community Dental, Community Ophthalmology); Podiatry; Physiotherapy; Speech and Language Therapy; Dietetics; Occupational Therapy; Dental; Health Improvement / Promotion; Locality Workers; Local Area Co-ordinator.

## 2/ Head of Community Care Services

- **Common focus** on Intermediate Care, Care at home/homely setting, reducing emergency hospital admissions, reablement, long term conditions palliative & end of life care.
- Aligned to the **outcomes of integration**: People, with long term conditions, or who are frail, are able to live, as far as reasonably practicable, independently and at home or in a homely setting in their community; Health and social care services are centred on helping to maintain or improve the quality of life of people who use those services; People who use health and social care services have positive experiences of those services.
- Focused on the delivery of the **strategic plan** for: Living well with long term condition.
- Have requirements to deliver against multiple **national priorities and performance targets** for example: Bed Based / Community Hospital Redesign, Delayed Discharge; winter planning
- In addition to **close working** across primary and preventative care services; complex and critical and business enabling services, these teams will work closely with Acute Services; Independent Sector (Care Homes and Care at Home, day care, respite); Housing; Voluntary Sector Providers; Services in peoples' homes/homely settings; Long Term Conditions Teams.
- The **key functions** include: Enabling People to Live at Home or in a Homely setting (Inc; residential); Frailty; Long Term Conditions Management; Intermediate Care; Day Care; Community Hospital.
- **Key Services areas\*** include: Home Care (inc telecare/link); Community Hospitals; Residential Care Homes; Day Care; Palliative Care; District Nursing; Integrated Discharge Hub; ICASS; Hospital at Home (H@H); Specialist Long Term Conditions Management; Rehabilitation & Re-ablement.

## 3/ Head of Complex and Critical Services

- **Common focus** on Complex & Critical needs; Mental Health, Learning Disability; Social Work
- Aligned to the **outcomes of integration**: People, including those with disabilities or long term conditions, are able to live, as far as reasonably practicable, independently and at home or in a homely setting in their community; People who use health and social care services are safe from harm; People who use health and social care services have positive experiences of those services, and have their dignity respected; Health and social care services are centred on helping to maintain or improve the quality of life of people who use those services.
- Focused on the delivery of the **strategic plan** for: Promoting mental health and wellbeing; Living well with long term conditions; Learning Disability and Complex Physical HealthCare
- Have requirements to deliver against multiple **national priorities and performance targets** for example: Promoting mental health and wellbeing; Living well with long term conditions; Learning Disability and Complex Physical Health Care.
- In addition to **close working** across primary and preventative care services; community care and business enabling services, these teams will work closely with Mental Health Services; Learning Disability Services; Social Work (Adult, Criminal Justice and Children's to enable transitions); Housing; independent and third sector specialist providers.
- The **key functions** include: Assessment and planning of specialist care needs for both physical and mental health needs; Complex and Critical Needs; Mental health and wellbeing; Adult and Older Adult Social Work; Case Management.
- **Key Services areas\*** include: Mental Health; Addictions; CAMHS; Learning Disability Services; Psychology; Adult Protection; Social Work.



## 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

# Our Strategic priorities



The Health and Social Care Strategic Plan 2019-2022 defines 5 strategic Priorities:

**Priority 1** Working with local people and communities to address inequalities and improve health and wellbeing outcomes across Fife: We are committed to ensuring that people are empowered to make their own informed choices about how they will live their lives and what outcomes they want to achieve. Planning for preventative action can have a positive impact on improving health and reducing inequalities and can reduce the demands for health and social care services.

**Priority 2** Promoting mental health and wellbeing We are committed to ensuring that the people of Fife can get the right help at the right time, expect recovery and fully enjoy their rights, free from discrimination and stigma. The commitments of Fife's Mental Health Strategy will require creative thinking and innovation to ensure services are fit for the future, supporting positive mental health and wellbeing for all. To succeed will require co-production across all parts of the service, with communities, with our partners in the third sector, with and people who use our services, their families and carers.

**Priority 3** Working with communities, partners and our workforce to effectively transform, integrate and improve our services Delivery of effective and lasting transformation of health and social care services is central to the vision of Fife Integration Joint Board. Significant change on how services are planned and delivered with a range of stakeholders which includes carers, patients/service users who experience services is paramount to delivering changes.

**Priority 4** Living well with long term conditions We are committed to building on the work already started in Fife to support adults and older people with complex care needs, who are accessing both primary and secondary care services most frequently. We are developing and supporting a more integrated and earlier approach focussing support pro-actively with patients who would benefit from this which includes early identification and comprehensive assessment in case co-ordination.

**Priority 5** Managing resources effectively while delivering quality outcomes. The financial position for public services continues to be challenging and the Integration Joint Board must operate within significant budget restraints and pressures. It is therefore important that resources are targeted at the delivery of the priorities within the strategic plan.



# Our Leadership Success Statements

## *Integration Matters*

We are committed to systems leadership and developing leadership at all levels within the Health and Social Care Partnership. In 2020 we established an Extended Leadership Team to actively engage with all senior leaders within the organisation to enable:-

- **Listen:** Inform and connect us as “one Health and Social Care Partnership”
- **Voice:** Share collective experience and forum to influence developments
- **Promote:** Open networks and engagement with the Senior Leadership Team and peers
- **Impact:** Focus on common priorities and ensure collective impact

Through the work of the Extended Leadership Team we have co-produced leadership success statements that underpin our leadership aspirations within the next three years in Fife Health and Social Care Partnership.

### Our Leadership ability and Organisational Culture

- Everyone understands they are a leader within the partnership and that they represent us all whenever they deliver a service
- Our people believe they are treated fairly, feel included in our future and recognise we are all in this together to be the best we can be

### Opportunities for our Workforce to thrive and perform to their potential:

- Our people will feel supported to try new ways of working to improve the service they deliver
- Our people will feel proud and passionate about the work of the Partnership

### Our ability to Transform our services

- Our people work together to design new ways to deliver the best possible care and support across the whole partnership
- Our people use technology and other resources to sustain new ways of working that change people’s lives for the better

### Our ability to get the best value from our Financial resources and Sustain our services:

- We plan to deliver and deliver what we plan within the resources available
- Our planning demonstrates a forward-looking vision for the future to make sure we can continue to deliver high quality service

**Our performance in affecting people's lives earlier to Prevent the need for hospital and reduce the need for health and social care services:**

- We can show how we are working in a way that helps people to help themselves and build strength in their communities
- There will be less emergency hospital admissions

**Our ability to empower our Local Places to influence the service they receive:**

- We can show we are listening to people and supporting them to get the service they need wherever possible
- We can show how local voices are helping us design the future of the Partnership

**Our Standards of Practice Excellence & Quality**

- Our people challenge themselves to provide the best possible care and treat others as they would like to be treated
- We celebrate the great work of our people and have a track record of high-quality care that improves people's lives

**Our Reputation with our Citizens and our Staff**

- The citizens of Fife believe our partnership works with them to achieve the best possible outcomes in their lives
- Our people believe the partnership is an excellent place to work and that their contribution to our success is valued

# Integration in Action

## Legislation

The Public Bodies (Joint Working) (Scotland) Act 2014 (The Act) requires health boards and local authorities to integrate planning for, and delivery of, certain adult health and social services.

This legislation brings together health and social care in to a single, integrated system and created 31 integration authorities across Scotland who are now responsible for £9 billion of funding for local services. These services were previously managed separately by NHS Boards and local authorities.



## Delegated Services

Within Fife it has been agreed that this delegation will be a third body called the Integration Joint Board (under s1 (4) (a) of the Act commonly referred to as a “Body Corporate” arrangement.

In Fife, we have one Integration Joint 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. The Health and Social Care Strategic Plan 2019-2022 defines 5 strategic priorities

There is a diverse range of delegated services (defined in the Integration Scheme) and close working with partners in the third Sector and independent sector. The full range of services delegated within Fife Health and Social Care Partnership are listed within the published Integration Scheme.

Fife is coterminous with one Council, one Health Board, one Integration Joint Board and one Health and Social Care Partnership. NHS Fife and Fife Council remain the employers and the services that are delegated are managed through the Chief Officer, in their capacity as Director of Health and Social Care who reports to both Chief Executives.

## Our Approach to Integration

The Health and Social Care Partnership is committed to enabling the people of Fife to live independent and healthier lives. This will be delivered by working with individuals and communities, using collective resources effectively and to transform to ensure these are safe, timely, effectively, high quality and based on achieving personal outcomes. This will be underpinned by the agreed values to be person focused, respectful, inclusive, empowering and acting with integrity and care. The Health and Social Care Partnership is committed to the protection and enhancement of Equality and Human Rights.

Service users and carers will see improvements in the quality and continuity of care and smoother transitions between services and partner agencies. These improvements require planning and coordination. By efficiently deploying multi-professional and multi-agency resources, integrated and coordinated care systems will be better able to deliver the improvements we strive for; faster access, effective treatment and care, respect for people's preferences, support for self-care and the involvement of family and carers.

Integration must be about much more than the structures that support it. The behaviours of Senior Leaders must reflect these values. It is only by improving the way we work together that we can in turn improve our services and outcomes for individuals who use them. We will work closely with NHS Fife, Fife Council, independent, and third sectors to support a whole system approach.

## Integration Joint Board

The Integration Joint Board is made up of representatives from Fife Council and NHS Fife as well as public representatives, carers, professional advisors and partners within the independent and third sectors. This diverse group of individuals bring their unique talents, expertise and perspectives to the work of the Partnership in order to further our mission to improve the lives of those living in Fife.

The Integration Joint Board, has legal responsibility for services delegated to it and is fully responsible for:

- Overseeing the development and preparation of the Strategic Plan for services delegated to it.
- Allocating resources in accordance with the Strategic Plan
- Ensuring that the national and local Health and Wellbeing outcomes are met.

The IJB then commissions (or 'directs') the local authority and health board to deliver services in line with the strategic plan and allocates the budget for delivery accordingly. The local authority and health board deliver these services within the budget and any parameters directed by the IJB.

Each IJB has responsibility to appoint a chief officer to lead implementation of the strategic plan and an officer responsible for its financial administration (Section 95, Chief Finance Officer). The chief officer has a direct line of accountability to the chief executives at the health board and the local authority.

A requirement of the Act is that the IJB also produces an annual performance report outlining progress towards delivery of the nine National Health and Wellbeing Outcomes within its local area.

## Fife Localities

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.

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

Chief officers lead the development of integrated services and actions at a local level, so that approaches are tailored to local communities and circumstances. This localism is fundamental to integration as the Act requires health and social care partnerships to divide their area into at least two localities and within Fife there are seven localities

:

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



Localities aims to achieve the aspirations we share for health and social care integration, with partners across the health and social care landscape, and their stakeholders, focussing together on our joint responsibility to improve outcomes for people. Profiles for each of the localities are available on the Fife Health and Social Care Partnership website.

# National Health and Wellbeing Outcomes

The main purpose of integration is to improve the wellbeing of people who use health and social care services, particularly those whose needs are complex.

This is intended to support achievement of the National Health and Wellbeing Outcomes prescribed by the Scottish Ministers in Regulations under Section 5 (1) of the Act namely:

1. People are able to look after and improve their own health and wellbeing and live in good health for longer.
2. People, including those with disabilities or long-term conditions, or who are frail, are able to live, as far as reasonably practicable, independently and at home or in a homely setting in their community.
3. People who use health and social care services have positive experiences of those services, and have their dignity respected.
4. Health and social care services are centred on helping to maintain or improve the quality of life of people who use those services.
5. Health and social care services contribute to reducing health inequalities.
6. People who provide unpaid care are supported to look after their own health and wellbeing, including to reduce any negative impact of their caring role on their own health and wellbeing.
7. People using health and social care services are safe from harm.
8. People who work in health and social care services feel engaged with the work they do and are supported to continuously improve the information, support, care and treatment they provide.
9. Resources are used effectively and efficiently in the provision of health and social care services.



# Key Resources

You may want to refer to the following websites:-

**Fife Health and Social Care Partnership:** <https://www.fifehealthandsocialcare.org/>

**NHS Fife:** <https://www.nhsfife.org/>

**Fife Council:** <https://www.fife.gov.uk/>

**IJB Papers, Minutes and Key Documents:** <https://www.fife.gov.uk/kb/docs/articles/about-your-council2/politicians-and-committees/committees/committees/committees/fife-wide-or-strategic/health-and-social-care-integration-joint-board>

**Health and Social Care Annual report 2019/20:** <http://www.fifehealthandsocialcare.org/wp-content/uploads/sites/12/2020/11/HSCP-Annual-report-2020pagesV4.pdf>

**Community Planning:** <https://www.fife.gov.uk/kb/docs/articles/have-your-say2/community-planning>

**Localities:** <https://www.fifehealthandsocialcare.org/publications/>

**Health and Social Care Scotland:** <https://hscscotland.scot/>

**Public Health Scotland Act:** <https://www.legislation.gov.uk/asp/2014/9/contents/enacted>

**Fife Health and Social Care Strategic Plan:** [https://www.fifehealthandsocialcare.org/wp-content/uploads/sites/12/2019/10/HSCP\\_Strategic\\_Plan\\_2019-2022.pdf](https://www.fifehealthandsocialcare.org/wp-content/uploads/sites/12/2019/10/HSCP_Strategic_Plan_2019-2022.pdf)

**Integration Scheme:** [http://publications.fifedirect.org.uk/c64\\_FifeIntegrationSchemeFINAL19.pdf](http://publications.fifedirect.org.uk/c64_FifeIntegrationSchemeFINAL19.pdf)

**Ministerial Strategic Group Recommendations:**

<https://www.fifedirect.org.uk/news/index.cfm?fuseaction=committee.detail&servid=FE8EC37F-E2D4-7FB4-68BF79F7DF9DC67B> <https://www.gov.scot/groups/ministerial-strategic-group-for-health-and-community-care/>

**Fife Mental Health Strategy:** <https://www.fifehealthandsocialcare.org/wp-content/uploads/sites/12/2019/03/Draft-Mental-Health-Strategy.pdf>

**Fife Partnership:**

<https://www.fifedirect.org.uk/news/index.cfm?fuseaction=committee.detail&servid=854A4CCF-CE24-3C49-325752C9298CE280>

**Plan for Fife:** [http://publications.fifedirect.org.uk/c64\\_Plan\\_for\\_Fife\\_2017\\_2027.pdf](http://publications.fifedirect.org.uk/c64_Plan_for_Fife_2017_2027.pdf)

**Fife Clinical Strategy:** [admin.fifedirect.org.uk/weborgs/nhs/uploadfiles/publications/c64\\_CS-Final.pdf#:~:text=Fife's Clinical Strategy is aligned with key national,a future model of effective and proactive healthcare](admin.fifedirect.org.uk/weborgs/nhs/uploadfiles/publications/c64_CS-Final.pdf#:~:text=Fife's Clinical Strategy is aligned with key national,a future model of effective and proactive healthcare)

**Facebook:** [Fife Health and Social Care Partnership](#)

**Twitter:** [@Fifehscp](#) [@nickycconnorfife](#)

# Appointment Arrangements

Please note that, in the interests of equality, we do not accept Curriculum Vitae.

## Applications

Applications are made electronically at <https://apply.jobs.scot.nhs.uk/>, through the JobTrain Application Tracking System.

**Please make it clear within your application in the assessment form - what post(s) you are applying for by stating the portfolio(s):**

- Head of Primary and Preventative Care Services
- Head of Community Care Services
- Head of Complex and Critical Services

## Accessibility

We want our recruitment application process to be accessible to the communities we serve. Job information can be made available in alternative formats including audio, paper, large print and Braille, and translation upon request. We may need to involve other agencies to help us with this. If you require an alternative format or language to help you apply for this post you should email [alison.mcarthur2@nhs.scot](mailto:alison.mcarthur2@nhs.scot) to advise of your specific requirements.

## Employment references

References should include current and previous employers covering the last three years of your employment history. References will be taken up for the successful candidate only.

## Evidence of qualifications

Candidates will be required to provide evidence of their qualifications.

## Medical assessment

Any offer of employment is subject to satisfactory Occupational Health Clearance. The Occupational Health Service will make an assessment on your fitness to carry out the post based on the information contained within the questionnaire. In certain circumstances further information is required before clearance can be given and Occupational Health may contact you by telephone or request that you attend for an appointment. Clearance must be obtained before a new employee commences employment with NHS Fife or Fife Council.

## Applicants with disability

A disability or health problem does not preclude full consideration for the job and an application from a person with a disability(ies) is welcome. All information will be treated as confidential. NHS Fife and Fife Council have been approved, by the Employment Services Department, as an Equal Opportunities employer with a positive policy towards employment of disabled people. NHS Fife and Fife Council guarantees to interview all applicants with disabilities who meet the minimum criteria for the post.

## Criminal conviction check

All applicants who apply for posts which are exempt from the Rehabilitation of Offenders Act 1974 and who will have access to patients in the course of their employment will be required to consent to a Disclosure Scotland Criminal Records Check or join the Protection of Vulnerable Groups Scheme. Any offer of employment is conditional upon a satisfactory check or confirmation of scheme membership being received and a commencement date for employment will only be agreed following this confirmation.

Failure to disclose convictions information as required will result in the offer of employment being withdrawn. If you are appointed, and it is found that you did not reveal a previous conviction you will be subject to disciplinary action and your employment may be terminated. Information in relation to Scotland's disclosure and rehabilitation of offenders' regime can be found on the Disclosure Scotland website [www.mygov.scot/disclosure-types/](http://www.mygov.scot/disclosure-types/)

## Overseas Criminal Record Checks

Disclosure Scotland is not able to check the criminal history system of candidates from countries out-with the UK. Therefore you are responsible for obtaining an overseas police check if you:

1. have spent three months or more (in a single period) in a non UK country in the last ten years
  2. were born and have lived overseas until adulthood.
- If necessary, you will need to provide a translated check from the country/countries involved at your own expense.

The Disclosure and Barring Service (DSB) formerly the Criminal Records Bureau (CRB) website at [www.gov.uk/disclosure-barring-service-check](http://www.gov.uk/disclosure-barring-service-check) provides guidance on how you can obtain further information from a number of overseas countries. If the country required is not listed on this website, you must contact the country's representative in the UK. See the Foreign and Commonwealth website at [www.gov.uk/government/publications/criminal-records-checks-for-overseas-applicants](http://www.gov.uk/government/publications/criminal-records-checks-for-overseas-applicants)

## Prevention of illegal working

Candidates must be eligible to work in the UK – The successful candidate will be required to provide original evidence of his/her eligibility to work in the UK. Guidance on suitable documentation will be provided.

## Provision of false information

Candidates should also note that the provision of false information or the omission of material information in their application or at interview may lead to the offer of employment being withdrawn or summary dismissal.

## Interview and assessment arrangements

Due to Covid-19 the selection process will be conducted virtually via Microsoft Teams.

Short listed candidates will be required to participate in a range of assessment activities including psychometric assessment, (undertaken online), a real play exercise, making a presentation and a values-based interview. These activities will all contribute to testing candidate competence.

**Assessment date:** 15 or 16 February 2021

**Interview date:** 22 or 23 February 2021

## Informal Enquiries

For an informal discussion with Nicky Connor, Director of Health and Social Care please contact Sally Howley, Management Support Officer to Director of Health and Social Care by email on [sally.howley@fife.gov.uk](mailto:sally.howley@fife.gov.uk)

# Discover 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 some of the largest employers in the region, NHS Fife and Fife Council are forward-thinking and innovative organisations. Fife Health and Social Care Partnership provides a supportive environment for staff where strong teams work and develop together and where individuals can flourish to realise their full potential.

## 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.