



Chief Executive Recruitment Pack

Application Closing Date:

5th August 2022

NHS Lanarkshire
Board Headquarters
Kirklands Hospital
Fallside Road
Bothwell G71 8BB



Welcome to
NHS
Lanarkshire

Pack Contents

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

◆ Message from our Chair	3
◆ Chief Executive	4
◆ Job description	5
◆ Conditions of service	17
◆ Selection process	18
◆ NHS Lanarkshire - The place	19
◆ Our Vision	20
◆ Our Interim Corporate Objectives	21
◆ Our Values	22
◆ Our Context	23
◆ Our Ambition	24
◆ Useful websites	29
◆ Living in Lanarkshire	30

Message from our Chair

Thanks for your interest in the Chief Executive post here in NHS Lanarkshire.

This is a very significant job, leading the third largest health system in Scotland. It offers excitement and challenge and is a real opportunity for an exceptional leader who shares our vision and can demonstrate and live our values.

The focus for the Chief Executive is to lead transformational change, in order to improve the health and wellbeing of our communities and to deliver high quality health and care across Lanarkshire, particularly as we remobilise and learn to live with COVID-19. Key priorities include reshaping services through our Healthcare Strategy, 'Our Health Together' and delivering the first net zero hospital in Europe - University Hospital Monklands in 2028.

We are looking for a talented and credible individual with outstanding leadership qualities. Our new Chief Executive will build on the success of their predecessor in developing an even more effective organisation as it faces current and future challenges and will be responsible for continuing to develop NHS Lanarkshire's reputation for progress and success in delivering high quality and safe healthcare, working hand in hand with our communities, with our staff and with our many partners.

If you think you've got what it takes, I'll look forward to receiving your application.

If you wish an informal discussion with me about the role, I can be contacted through Allison McLean, PA on 01698 752870 or alternatively by email on Allison.Mclean@lanarkshire.scot.nhs.uk. Eden Scott is managing the recruitment process, please contact Sarah Gracie for further detail on 07999421314, or by email at sarah.gracie@edenscott.com

If you haven't already done so, you will want to check out NHS Lanarkshire's website at <https://www.nhslanarkshire.scot.nhs.uk>

Yours sincerely,

Martin Hill
Chair, NHS Lanarkshire



NHS Lanarkshire

Grade H: £124,083 – £167,318

We are seeking an exceptional leader who shares our commitment to improving the health and wellbeing of the communities of Lanarkshire. You will provide effective and visible leadership in NHS Lanarkshire as we reshape and remobilise services while we learn to live with COVID-19. You will lead a successful organisation as it tackles new challenges and will be responsible for the continued development of NHS Lanarkshire's reputation for progress and success in delivering high quality and safe healthcare, working with our communities, staff and partners to achieve excellence whilst building our Healthcare Strategy, "Our Health Together; Living our best lives in Lanarkshire" and delivering our vision for a new state of the art University Hospital Monklands will be key priorities.

You will have relevant, demonstrable experience and a track record of success in large and complex organisations. You will also be able to evidence excellent strategic leadership, embracing a values based approach to transformational change and service redesign through engagement with key stakeholders.

NHS Lanarkshire is the third largest health system in Scotland with 12,500 staff and a baseline recurring revenue allocation of c.£1.4bn, serving a community of circa 655,000 people.

If you require any additional information or wish to discuss the role, informal enquiries are welcomed by Mr Martin Hill, Chair of the NHS Lanarkshire Board. This should be arranged through contact, in the first instance, with Allison McLean, PA on 01698 752870 or alternatively by email on Allison.Mclean@lanarkshire.scot.nhs.uk. Eden Scott is managing the recruitment process, please contact Sarah Gracie for further detail on 07999421314, or by email at sarah.gracie@edenscott.com

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

A psychometric assessment event will be held w/c 22nd August 2022 and a stakeholder event will be held on 2nd September, with interviews taking place on 20th September 2022. It is intended that candidates will participate in both the stakeholder event and interview on a face to face basis with appropriate physical distancing. However this may be subject to any change advised in line with Scottish Government guidance and may be held virtually.

Closing date for receipt of completed applications: 5th August 2022.

Job Description

1. Job details

Job Title	Chief Executive
Health Board	NHS Lanarkshire
Responsible to:	Chair
Accountable to:	Parliament through the NHS Scotland Chief Executive for ensuring proper stewardship of the public money and assets allocated to NHS Lanarkshire.
Location:	Kirklands Headquarters, Bothwell

2. Job purpose

The Chief Executive is responsible to the Board through the Board Chair and is the Accountable Officer for NHS Lanarkshire which is the most critical leadership role in the organisation. The role of Chief Executive is to develop the strategic vision, transformation plans and organisational direction for the NHS Lanarkshire healthcare system through visible, clear, consistent and values based leadership. The Chief Executive with their senior team creates and continually develops the organisational culture to enable successful organisational performance to deliver high quality healthcare, improve health and address inequalities for the people of Lanarkshire.

The Chief Executive will create, develop and strengthen strategic partnerships, particularly in relation to strengthening and fully embedding integration across Lanarkshire with our two IJBs and two local authority partners and working with our two Community Planning Partnerships. The Chief Executive will also have responsibility for maintaining and continuing to develop excellent relationships with the University of the West of Scotland, University of Glasgow, Strathclyde University and Glasgow Caledonian University as key partners, to ensure we continue to grow and develop the right skills for the future and maximise opportunities for research and joint working.

The Chief Executive will lead in NHS Lanarkshire's recovery from COVID-19, and working with the Board, drive the development of our Healthcare Strategy, "Our Health Together; Living our best lives in Lanarkshire while continuing the development of high quality, safe, responsive, digitally enabled care.

The Chief Executive will be required to develop relationships with other boards, breaking down barriers and blurring boundaries to understand their relative performance to enable best practice to be shared at pace. This will be especially important as we position NHSL as an 'anchor organisation' committed to our triple aim of tackling inequalities, improving health and well-being whilst ensuring sustainability for our planet. The Chief Executive will work in partnership with our staff and Trade Unions to empower our staff to reach their maximum potential and balance the rights and responsibilities of NHS Lanarkshire and its people in keeping with the Fair Work Convention. With the development of a regional and national profile, the Chief Executive will play a strong leadership role through regular involvement in regional and national working groups, including the Scottish Government to drive and shape strategies to support delivery of sustainable services across Lanarkshire and to influence national policy development for the NHS in Scotland.

The role will include participation in Executive On-call. At present the frequency is 1:12 with the working week split Mon - Thursday and Friday - Sunday.

3. Dimensions

Revenue Budget

- The baseline recurring revenue allocation for NHS Lanarkshire is c.£1.4 bn

Number of Staff Employed by NHS Lanarkshire

- There are currently c 14,500 staff employed by NHS Lanarkshire.

Local Authorities in Health Board Area

- North Lanarkshire Council
- South Lanarkshire Council
- NHS Lanarkshire serves a population of circa 661,900 people

NHS Lanarkshire has strong links with HE partners to deliver undergraduate teaching and has been awarded University status.

The Board provides a range of primary care, community based and acute services and also supports the provision of services for other West of Scotland Boards.

4. Role of the Organisation

NHS Lanarkshire is committed to the continued delivery of safe, effective and person centred care, with a focus on service recovery through the lens of addressing inequalities, maximising wellbeing and addressing the challenges of sustainability and climate change, and consistent with the aims set out in the Lanarkshire Healthcare Strategy, "Our Health Together; Living our best lives in Lanarkshire" and the COVID-19 Remobilisation Plan. This requires engagement with staff and the public, and the development of a whole system approach with partner organisations to deliver a whole system operating model to provide stabilisation, resilience and transformation of treatment and care to the population of Lanarkshire. Addressing health inequalities and improving the health of the population are key to the role of the Board.

Nationally NHS Scotland are driving forward 4 key delivery programmes to support recovery: Integrated Planned Care; Integrated unscheduled care; preventive and proactive care and place and well-being. For these programmes to succeed it is recognised that they must be underpinned by robust primary and social care delivery arrangement and the primary Care improvement plan and the plans for delivery of a National Care Service will be important piece of work to support through the IJBs.

The core values of NHS Scotland are: care and compassion; dignity and respect; openness, honesty and responsibility; and quality and teamwork. Within NHS Lanarkshire, these are translated locally as Fairness, Respect, Working Together and Quality.

Embedding these values in everything we do is an important part of making our vision a reality. The interim corporate objectives of NHS Lanarkshire are to:

- Respond to the pandemic to ensure resilience and provide a safe environment and interventions that minimise the risk of injury or harm to our patients and staff.
- Remobilise and recover services to re-establish timely and accessible health and social care to all parts of the community we serve.
- Ensure we have a diverse, flexible and appropriately trained workforce in place that delivers high quality care that meets the needs of NHS Lanarkshire's population
- Work in partnership to deliver 'Our Health Together' realising our strategic ambition to modernise and continuously improve care, engaging with our patients, partners and workforce to ensure health and social care services are sustainable, focused on prevention and early intervention and continue to meet their needs.
- Establish NHSL as an anchor organisation, working with partners to tackle socio-economic disadvantage and reduce inequalities and ill health that are associated with being disadvantaged.

- Promote health and wellbeing, implementing programmes that impact positively on the lives of our workforce, reflect the value we place on them, enhance engagement, and build resilience
- Work towards delivery of net zero health and social care services, responding to climate change while delivering efficient, low carbon patient focused care.
- Provide effective financial planning that supports financial sustainability, balances budgets and provides value.

The principle vehicle through which these objectives and performance targets are driven is the Local Delivery and Remobilisation Plan, which is agreed by the Board with Scottish Government.

Link to the Interim Corporate Objectives 2022/23

<https://www.nhslanarkshire.scot.nhs.uk/download/2022-march-30-board-papers/?ind=1648622978910&filename=2022-March-30-Board-13a.-Interim-Corporate-Objectives-Cover-Paper-30-March-2022-ver-18.03.22.pdf&wpdmdl=37902&refresh=628754be1902d1653036222>
<https://www.nhslanarkshire.scot.nhs.uk/download/2022-march-30-board-papers/?ind=1648622977160&filename=2022-March-30-Board-13b.-Interim-Corporate-Objectives-2022-23-Annex-1-Ver-22.03.2-2.pdf&wpdmdl=37902&refresh=628754be190b41653036222>

Link to Annual Operational Plan:

<https://www.nhslanarkshire.scot.nhs.uk/download/annual-operational-plan/>

Annual Operational Plans will be replaced with Annual Delivery Plans, the first of which will be submitted to Scottish Government in July 2022.

Link to Remobilisation Plan:

Remobilisation Plan 3 (RMP3) - April 2021 to March 2022

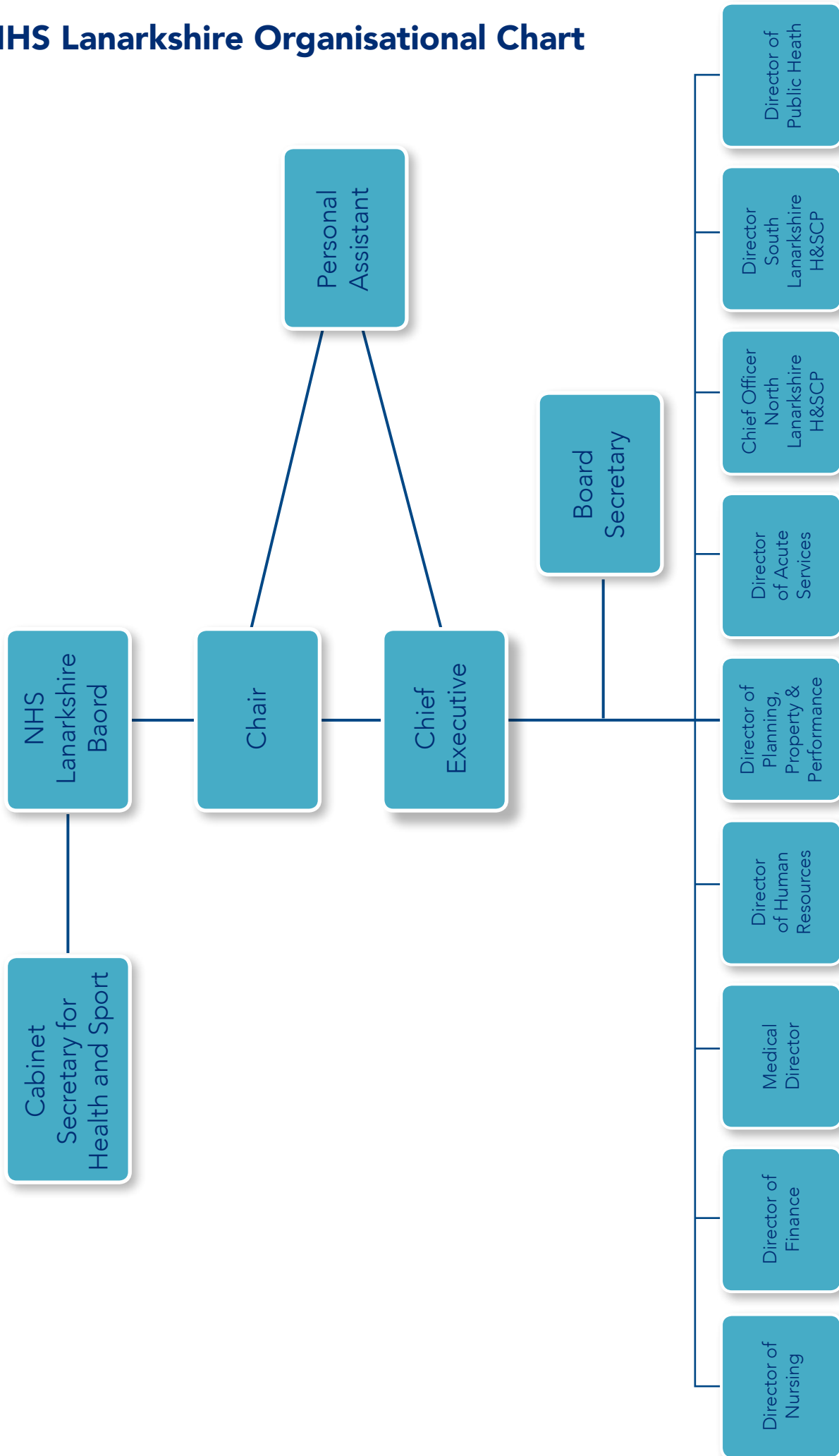
<https://www.nhslanarkshire.scot.nhs.uk/download/2021-may-26-board-papers/?ind=1622027544265&filename=2021-May-26-Board-19b.-Remobilisation-Plan-Appendices.pdf&wpdmdl=25072&refresh=62948297007d11653899927>

Remobilisation Plan 4 (RMP4) - October 2021 to March 2022 (a mid-year update of RMP3)

<https://www.nhslanarkshire.scot.nhs.uk/download/2021-december-15-board-papers/?ind=1639745427218&filename=2021-December-15-Board-14b-Remobilisation-Plan-RMP4-4-October-21-Final-Draft-Version-1.0.pdf&wpdmdl=33115&refresh=629483145844c1653900052>

A revision to the above is underway and will be submitted to Scottish Government in July 2022.

5. NHS Lanarkshire Organisational Chart



6. Key result areas

1. *Setting the tone and culture of the organisation.*

Outcomes:

- The ways of working in NHS Lanarkshire are collaborative, integrated, respectful and supportive;
- A values based performance management culture is embedded;
- The work environment encourages individuals to strive to reach their full potential; and
- A positive climate of partnership working fostering excellent employee relations where staff feel safe and empowered to speak up.

2. *Strategic leadership of the system, developing and delivering the Board's vision in partnership, ensuring that there is ownership of improvement and transformation, and effective two-way communication to deliver sustainable, high quality health services.*

Outcomes:

- Staff and major partners understand and are motivated by the vision;
- Staff and service users actively support the vision;
- Clear organisational alignment of the vision and values of the organisation;
- Staff understand how their personal objectives are connected to the vision; and
- Clear evidence that improvement and transformation projects have actually delivered results.

3. *Promoting and recognising the importance of people in delivering the vision.*

Outcomes:

- Models the belief in the value of people in practice through consistent positive and values based behaviours;
- All staff, across the organisation are motivated and encouraged to work in partnership and are valued for their contribution;
- Increasing organisational capacity through developing the workforce; and ensuring there are robust links to service strategy and planning; and
- Being an Employer of choice.

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

Outcomes:

- Health and social care is delivered seamlessly to the population of Lanarkshire working in collaboration with partners;
- Transformation of services takes place within financial budgets delivering best outcome and value for money and maximising opportunities for improvement and innovation;
- Delivery of the Board's Annual Operational Plan and key performance targets, agreed with Scottish Government, and ensuring resources are allocated through robust processes, meeting the governance requirements of public accountability, ensuring that statutory and financial duties and obligations are met;
- Delivery of key strategic imperatives including the Monklands Replacement Project (MRP); the effective remobilisation of services and the further development of the Board's Healthcare Strategy whilst making substantial and sustainable improvements in safety and quality;
- Improved health in the population, addressing health inequalities and promoting well-being while ensuring access to quality services for the diverse communities of Lanarkshire;
- The organisation is transparent in its decision making processes and how conflict is managed and resolved; and
- An empowered workforce delivering against the organisation's key strategic objectives.

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

Outcomes:

- Managed risks are taken to achieve successful outcomes and innovation and creativity and challenge is encouraged and nurtured;
- Consistently ensures that leaders in the organisation behave in alignment with the vision, culture and values even in difficult and demanding situations;
- Direct and constructive feedback is provided to Leaders across the system whilst ensuring support for them to build their resilience;
- Promotes and actively encourages visible leadership across the organisation, connecting leaders with front line staff; and
- Consistently demonstrates and encourages equality, diversity and inclusion.

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

Outcomes:

- Communicates the Board's vision effectively, powerfully and consistently as an ambassador for the Board, inspiring public confidence;
- Ownership of important decisions is built by involving others in the decision making process;
- Networks, cohesive and collaborative relationships are established with the community, public sector partners, the voluntary sector, private sector, politicians and press; and
- Healthy and regular public engagement and dialogue.

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

Outcomes:

- Seeks out and creates strong alliances through the development and harnessing of local partnerships, Regional working with other Boards and at a national level with the Scotland wide NHS Chief Executives Group and Scottish Government;
- Creates strong strategies for influencing; and
- Integrated local plans are aligned with regional /national plans.

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

Outcomes:

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

7. Assignment and Review of Work

Whilst the Scottish Government sets the general strategic direction, the identified key targets and performance indicators for NHS Scotland, local health priorities bespoke to the population of Lanarkshire requires innovative leadership, clear strategies and robust decision making, all of which are in the context of national and local clinical, financial and capital planning circumstances.

There is substantial scope for strategic and innovative thinking and action within the overall strategic direction. The Chief Executive operates within the framework of standing financial instructions, is accountable to the NHS Lanarkshire Chair and the Director General Health and Social Care and Chief Executive for NHS Scotland. The Chief Executive is responsible for all funds entrusted to NHS Lanarkshire to ensure that the Board's resources are allocated and managed to achieve best value and optimum impact on the health and wellbeing of the local population, whilst meeting the governance requirements of public accountability.

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

Review of performance will be through the agreement of objectives and individual performance appraisal by the Chair of the Board, reviewed by the Remuneration Committee. Formal appraisal is undertaken on an annual cycle, but more frequent, ongoing informal reviews of current developments and progress on major issues will be undertaken with the NHS Board Chair.

8. Communication and Working Relationships

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

- With non-executive directors of NHS Lanarkshire and in particular the members of the Board's governance committees to ensure the provision of information and support to enable them to effectively fulfil their roles as non-executives.
- With other members of the Corporate Management Team, senior managers and senior clinical staff within NHS Lanarkshire to deliver the Board's objectives within a framework of governance.
- With executive directors of neighbouring NHS systems to ensure NHS Lanarkshire representation in regional planning of services.
- With the DG Health/Chief Executive for NHS Scotland and other members of the management board and senior staff of the Scottish Government Health Department to ensure high level input to national working groups, initiatives etc. and that NHS Lanarkshire 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 Lanarkshire representation in discussions in relation to improving public health and clinical issues arising from a joint service provision. The development of NHSL as a key local anchor organisation with robust and productive partnership working to deliver services and promote health and well-being in its widest sense will be a key component of this work.
- With MPs/MSPs/public/patient representatives/ etc. in order to impart information about or respond to questions or concerns about clinical issues within NHS Lanarkshire and to support patient/public engagement.
- With the media in order to respond to media questions about matters pertaining to clinical services in NHS Lanarkshire.
- With national and local representatives of staff side/partnership/professional organisations.

9. Most Challenging Parts of the Job

The Chief Executive must ensure that there is a balanced approach across the key strategic objectives. A key challenge is to do this in a way that engages partner organisations, the population and the staff as part of a collaborative whole system approach which enables change. This whole system approach is fundamental to the success of health and social care integration and requires the development of high quality relationships with key partners. Delivery of the triple lens and NHSL as an anchor organisation are core components within a 3 horizon change methodology. A range of immediate and short term issues need to be managed and there is a significant leadership challenge in ensuring that short term actions to meet specific targets and objectives remain consistent with the agreed long term direction for the Board and specific services. Key short term challenges include the delivery of access targets, the recruitment and retention of staff for key services as part of the development of a sustainable workforce and the ability to lead the organisation through the respond, recover and renew phase of a pandemic and major incident situation. In addition to short terms challenges, clear strategic direction must be provided for the delivery of key strategic imperatives such as the Monklands Replacement Project. As Accountable Officer, the Chief Executive is responsible for the effective and efficient management of revenue budget of £1.4 bn.

10. Person Specification

Qualifications and Training

- Educated to Graduate and Postgraduate level or equivalent. (essential)
- Management qualification. (desirable)
- Evidence of continuous professional development. (essential)

Leadership

- Significant and demonstrable leadership experience at a senior strategic decision level. (essential)
- Evidence-based track record of leading and delivering transformational change in a complex healthcare system or similar. (essential)
- A resilient and inspirational leader with integrity at their core, able to create a clear sense of purpose and to be inclusive of other stakeholders. (essential)
- Ability to communicate an inspiring vision and to empower staff. (essential)

Policy, Strategy, Performance

- Experience of influencing policy at a regional and/or national level. (desirable)
- The ability to create and drive a sustainable organisation vision and strategy putting service users at the centre. (essential)
- Understanding and experience of working within political/national policy context and the ability to manage delivery, governance and assurance in that context. (essential)
- Experience of working effectively with Government officials, Board members and frontline staff with an ability to operationalise strategy for staff, patients and other stakeholders. (essential)
- Evidence of improving organisational performance through implementing a systematic approach to delivery and transformation based on collaboration and co-production with key partners. (essential)

Building and Influencing Culture

- Demonstrates ethics, values and personal qualities consistent with the vision, culture and values of NHS Scotland and NHS Lanarkshire. (essential)
- Evidence of leading and inspiring system change and integrated working in an inclusive way where organisational values are integral to care delivery and service improvement. (essential)

Conditions of Service

POST	Chief Executive
BASE	Board Headquarters, Kirklands Hospital, Fallside Road, Bothwell G71 8BB

ABOUT THE POST:

Grade and Remuneration	<p>Executive Level Grade H</p> <p>Ranging from £124,083 to £167,318 per annum. Entry point of the salary scale will take account of previous experience.</p> <p>Your salary will be paid into your bank account on the last Wednesday of each month.</p>
Hours of Work	<p>The post is full-time. For pay purposes the working week will be deemed to be 37.5 hours. You will be expected to work the hours required to do the job including evening and weekend work.</p>
Annual Leave/Statutory and Public Holidays	<p>The annual leave entitlement including Public Holidays on appointment will be 35 days; upon completion of 5 years NHS service 37 days; and after 10 years NHS service 41 days. The leave year is from 1st April to 31st March.</p>
Motor Vehicle Provision	<p>There may be provision for a leased car.</p>
Sick Pay	<p>Entitlement to Statutory Sick Pay and Occupational Sick Pay will be in accordance with the UK Staff Council and as set down in the Agenda for Change NHS Terms and Conditions of Service.</p>

Selection Process

The Job Description and Person Specification is designed to inform potential applicants on the essential and desirable experience and personal attributes which are sought in the appointment of the Chief Executive.

Assessment against this will feature throughout the recruitment and selection process for the appointment.

From 1st June 2018 NHS Scotland introduced a Values Based Approach to the recruitment of all appointments at Chief Executive, Executive Director, Director and the other next level immediate direct line reports to the Chief Executive. Further information can be found through the following link

www.projectlift.scot/wp-content/uploads/2018/06/Values-Based-Recruitment-Process-for-NHS-Board-Executive-Team-appointment.pdf

In practice this means that shortlisted candidates for this role will participate in:

- Psychometric Assessment
- Stakeholders Presentation
- Values Based Competency Interview

Timescales are as follows:

- Closing date for applications is 5th August 2022.
- Shortlisted candidates will be notified on a date to be confirmed and invited to participate in a psychometric assessment W/C 22nd August 2022.
- Stakeholder event (including presentation) will take place at NHS Lanarkshire's Headquarters in Bothwell, Lanarkshire on 2nd September 2022.
- Values Based Competency Interview will take place on 20th September 2022, at NHS Lanarkshire's Headquarters in Bothwell, Lanarkshire.

It is intended that candidates will participate in both the stakeholder event and interview on a face to face basis with appropriate physical distancing. However this is subject to any change advised in line with Scottish Government guidance and may be held virtually.

Interview Panel Members are:

- Mr Martin Hill, Board Chair;
- Ms Caroline Lamb, Chief Executive of NHS Scotland;
- Ms Lesley Thomson QC, Board Vice Chair;
- Mr Alastair Boyle, MBE, Non-Executive Director;
- Mrs Lillian Macer, Employee Director; and
- Mr Nick Morris, Chair NHS Dumfries & Galloway (Independent Member)

Mrs Kay Sandilands, HR Director will provide HR support to the panel.

Further information on the role and details on how to apply are available at - <https://www.edenscott.com/employer/nhs-lanarkshire>.

Lanarkshire - The place

NHS Lanarkshire is the third largest health system in Scotland with around 14,500 staff and an annual revenue budget of £1.4bn, annual capital budget of £26.7million, serving a community of circa 661,900 people, through

- Three acute hospitals – University Hospital Hairmyres, University Hospital Monklands and University Hospital Wishaw
- Around 102 GP Practices with 367 wte GPs
- Two local authority areas – North Lanarkshire Council and South Lanarkshire Council with 2 Integration Joint Boards, North Lanarkshire IJB and South Lanarkshire IJB.

NHS Lanarkshire and North and South Lanarkshire Councils formed the North and South Lanarkshire Health and Social Care Partnerships to develop a wide range of community facing health improvement, health and social care services with locality based planning and delivery.

The Partnerships include a range of community health and social care services, community hospitals (mainly for long term conditions and continuing care for older people), as well as a wide range of services for patients with mental health problems and learning disabilities. Services also include GP Practices providing many primary and community care services throughout Lanarkshire.

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

https://www.southlanarkshire.gov.uk/slhscp/info/1/about_us



Our Vision

NHS Lanarkshire will:

- Be an exemplar anchor institution in our own NHS care delivery work and in how we support and catalyse action with our local partners.
- Build upon the learning and collaboration that has been reinforced by the pandemic to ensure that we have a resilient healthcare system for the future.
- See addressing inequalities, promoting well-being and ensuring sustainability as core ways of working both in service delivery and in partnership working. We will continue to use the opportunity of remobilisation to redesign services to achieve a reduction in healthcare associated inequalities, promote well-being, ensure cost-effectiveness, and reduce unmet need rapidly across the system.



Our Interim Corporate Objectives

1. **Pandemic Response & Corporate Resilience**

Respond to the pandemic to ensure resilience and provide a safe environment and interventions that minimise the risk of injury or harm to our patients and staff.

2. **Recovery of Services**

Remobilise and recover services to re-establish timely and accessible health and social care to all parts of the community we serve.

3. **Workforce**

Ensure we have a diverse, flexible and appropriately trained workforce in place that delivers high quality care that meets the needs of NHS Lanarkshire's population

4. **Development of Our Health Together**

Work in partnership to deliver 'Our Health Together' realising our strategic ambition to modernise and continuously improve care, engaging with our patients, partners and workforce to ensure health and social care services are sustainable, focused on prevention and early intervention and continue to meet their needs

5. **Equalities & Inequalities**

Establish NHSL as an Anchor organisation, working with partners to tackle socio-economic disadvantage and reduce inequalities and ill health that are associated with being disadvantaged

6. **Maximising Staff Wellbeing**

Promote health and wellbeing, implementing programmes that impact positively on the lives of our workforce, reflect the value we place on them, enhance engagement, and build resilience

7. **Addressing the Challenges of Sustainability and Climate Change**

Work towards delivery of net zero health and social care services, responding to climate change while delivering efficient, low carbon patient focused care.

8. **Financial Sustainability**

Provide effective financial planning that supports financial sustainability, balances budgets and provides value.

The Board's Interim Corporate Objectives for 2022/23 were approved by the NHS Board in March 2022 and reflect that many uncertainties remain with respect to the ongoing and future impact of the global Covid-19 pandemic. NHS Lanarkshire is committed to maximising a successful and sustained recovery of services as quickly as possible. However, the impact of Covid-19 and non-Covid demands on the service in recent months has contributed to a significant deterioration in our planning assumptions. As such, the scope of our Corporate Objectives is limited in terms of our ability to accurately assess how the whole system can address the ongoing challenges of responding to the pandemic and how quickly the remobilisation process can take effect.

Our Values

The NHS Lanarkshire values of Fairness, Respect, Working Together and Quality underpin our purpose, providing local focus and context for the improvement of our services and guiding our individual and team behaviours. NHS Lanarkshire's values represent the care our patients can expect, and how this care should be delivered by our staff.

Fairness Ensuring clear and considerate decision making at all levels.	<p>As a team, we are responsible for being consistent and open in making decisions.</p> <p>As an individual I am responsible for participating in decisions and seeking clarity whenever I am unsure.</p>
Respect Valuing every individual and their contribution.	<p>As a team, we are responsible for being courteous and professional in fulfilling our individual and collective roles.</p> <p>As an individual, I am responsible for recognising that we are all different and appreciating the contribution that I and others make.</p>
Quality Setting and maintaining standards in everything we do.	<p>As a team, we are responsible for upholding our high standards in every activity, for every person, everywhere.</p> <p>As an individual, I am responsible for ensuring I understand and deliver our standards every time.</p>
Working Together Thinking, growing, delivering as a team.	<p>As a team, we are responsible for creating and sustaining an environment that allows team working and collaboration to flourish.</p> <p>As an individual, I am responsible for communicating effectively and working well with others at all times.</p>

Our Context

The Board

Lanarkshire NHS Board (the Board) is a strategic body, accountable to the Scottish Government Health and Social Care Directorate and to Scottish Ministers for the functions and performance of NHS Lanarkshire. The Board consists of the Chair, Non-Executive Directors (who are publicly appointed by the Scottish Ministers), Stakeholder Non- Executive Directors including the Employee Director, Area Clinical Forum Chair, representatives of North and South Lanarkshire Councils and Executive Directors.

The NHS Board's role is to improve the health and wellbeing of the people of Lanarkshire through robust, accountable and corporate governance systems. The Board's role is to set strategic aims, hold the executives to account for the delivery of those aims, determine the level of risk the Board is willing to accept, influence the organisation's culture and engage with stakeholders on the stewardship of public money and the priorities of the Board.

Composition of the Board

Non-Executive Directors	Executive Directors
Chair	Chief Executive
10 Non-Executive Lay Members (including 1 Whistleblowing Champion)	Director of Public Health and Health Policy
Chair - Area Clinical Forum	Director of Finance
Chair - Area Partnership Forum	Medical Director
2 Local Authority Elected Members - 1 from North Lanarkshire Council and 1 from South Lanarkshire Council	Director for Nursing, Midwives and Allied Health Professionals

Our Ambition

The NHS Lanarkshire Board has recently agreed that our overall healthcare strategy will be guided by:

- The Healthcare Strategy- Our Health Together; Living our best lives in Lanarkshire
- Focusing on service recovery through the triple lens of addressing inequalities, maximising wellbeing and addressing the challenges of sustainability and climate change,
- Capitalising on the new and innovative ways of working, particularly in the use of digital technology, brought about in our response to COVID-19;
- Delivering the Outline Business Case for the replacement of University Hospital Monklands;
- Being a leading partner in contributing to improving the exacerbated socioeconomic and health inequality challenges faced by Lanarkshire since the pandemic;
- Enhancing the Board's reputation through exploiting the opportunities that arise through our strategic partnerships with three University partners as a leading teaching Board; and
- Continuing to provide high quality sustainable services and financial prudence in line with our Local Delivery Plan, agreed with Scottish Government.

Our Health Together: Living our best lives in Lanarkshire

The Healthcare Strategy "Our Health Together; Living our best lives in Lanarkshire" is developing from our previous strategy "Achieving Excellence" and reflects the significant achievements made already, and takes account of the post COVID-19 world we are adapting to.

Progress is driven by a series of action plans which are coordinated by a Strategic Delivery Team and reported to the NHS Board and Planning, Performance & Resources Committee on a regular basis.

Our Health Together will address:

- **Finishing what we've started** - shifting the balance of care and maintaining acute services within the current bed base: one hospital, three sites. This was a key element of Achieving Excellence: success has been achieved, but more needs to be done.
- **Recovery and resilience following COVID-19** - recovery/remobilisation plan over 18 months or so and resilience planning. Meet agreed (new) clinical priorities (national and local).
- **Making A Wider Impact** - through a whole-Lanarkshire approach to tackling both existing and COVID-19 driven health and socioeconomic inequalities, the strategy will consider inequalities, wellbeing and the challenges of sustainability and climate change. A Partnership approach with other public bodies, and third and independent sectors.

Workstreams have been established to develop the strategic ambitions for the following service areas:

- **Primary Care Redesign** - Continuation of Primary Care Improvement, adoption of post-COVID-19 service model with emphasis on reduction in physical attendance.
- **Redesigning Urgent Care** - Post-COVID-19 primary and secondary urgent care service model short, medium and long term redesign. Taking national directions of travel but creating local solutions, particularly in the short term.
- **Mental Health (incl CAMHS & Dementia)** - Delivering on the agreed Mental Health & Wellbeing Strategy and delivering a new service model for CAHMS based on the outcomes from a deep-dive exercise.
- **Frailty, Older People & Care Homes**
- **Planned Acute Care** - General Surgery, Robotic Assisted Surgery, Trauma & Orthopaedics and National Treatment & Diagnostic Centre workstreams, with a focus on post-COVID-19 recovery (backlog) and developing a service model capable of meeting future demand within the COVID-19 environment.
- **Monklands Replacement Project** - Learning the lessons from COVID-19 across services and engineering and preparing a business case for the new hospital.
- **Long Term Conditions (LTC)** - Building on the work of the LTC hub.
- **Public Health System Development**
- **Realistic Medicine**
- **Rehabilitation**
- **Staff Health & Wellbeing**
- **Unscheduled Care**

COVID-19

COVID-19 has undoubtedly proved to be the biggest challenge to public health and the organisation of health services in a generation. Our focus has been in supporting staff and patients during these first two years of the pandemic, and we are now moving into the remobilisation and living with Covid19 phase.

The Board has in place a Service Remobilisation Oversight Group which is chaired by the Executive Director of Nursing and Executive Medical Director. This is a whole-system oversight group established to support the operating divisions in the “standing-up” of services and the preparation of the Annual Delivery Plan (ADP).

In the recovery phase, we are working closely with our planning partners across the whole of Lanarkshire, and engagement with our planning partners is key to delivering our ambitions.

The Chief Executive, working closely with the NHS Board, will drive this agenda, working with all stakeholders across the wider Lanarkshire community and at regional and national level.

In NHS Lanarkshire we have a demonstrable track record of excellent partnership working, through meaningful and mature staff and stakeholder engagement.

Monklands Replacement Project

The Monklands Replacement Project (MRP) is NHS Lanarkshire’s exciting and positive vision for University Hospital Monklands and the local and wider community it serves, proposing a major investment in Lanarkshire’s hospital estate by rebuilding the hospital on a new site. NHS Lanarkshire has now purchased the 161.5 acre site for the state-of-the-art facility at Wester Moffat, Airdrie.

The existing Monklands Hospital is now more than forty years old and will struggle to adapt to the rapidly changing needs of the future healthcare environment and its associated infrastructure. This project will deliver a new acute hospital in circa 2028 to meet these challenges.

The new, state-of-the-art University Hospital Monklands will support the required clinical model to meet the objectives set out in NHS Lanarkshire’s healthcare strategy, Our Health Together which has the ambition to: shift care away from inpatient treatment to day case, day treatment, outpatient and community care; develop pan-Lanarkshire hospital centres of excellence; and support the healthcare needs of the wider West of Scotland.

The key investment objectives for the MRP that were set out in the Initial Agreement and remain central to the project are to:

- Improve person-centred services
- Improve the safety of patient care
- Improve clinical effectiveness and enhancing patient experience and clinical outcomes
- Improve the quality of the physical environment
- Provide flexible and adaptable facilities across the healthcare system.

The new hospital will have over 470 beds within a new acute hospital extending over approximately 100,000m². The clinical requirements are based on a requirement for 100% single rooms and include a range of departments necessary for a major acute hospital such as theatres, emergency department, endoscopy, infectious diseases, critical care, outpatients, renal, radiotherapy, and imaging. At a cost in the 100's of millions of pounds, the new Monklands hospital will be the largest infrastructure project in Scotland when under construction. As part of this, NHS Lanarkshire are required to work with a number of external parties to provide assurance, including the newly formed NHS Scotland Assure.

Net Zero Carbon Pathfinder Project

The Energy Efficient Scotland Routemap requires public sector buildings to be zero carbon by 2050 and the Scottish Government has also called a Climate Emergency, committing to become a net zero carbon economy by 2045. The Net Zero Carbon Public Sector Buildings (NZCPSB) standard ("the Standard") is a new voluntary standard which has been developed by Scottish Government to support the Public Sector in setting ambitious targets to achieve net zero outcomes for new buildings and major refurbishments.

The Standard supports a challenging, credible path to net zero carbon materials and energy supplies for all non-domestic buildings. By 2045, projects that adopt the Standard will achieve zero embodied carbon during construction and subsequently the whole life of projects, including operational energy. The Monklands Replacement Project has been selected as a pathfinder project for the new standard which has resulted in the requirement for an all-electric hospital. This demands innovative solutions and a substantial energy centre to accommodate all of the required technology.

Scotland's First Digital Hospital

The construction of a new Monklands Hospital has also created the opportunity and ambition for the new Monklands University Hospital to be Scotland's first digital hospital, directly benefitting its local community of patients, staff and visitors. Technology will be used to allow patients to access care advice and to navigate their way through the hospital easily and intuitively. The new hospital will ensure safer, better patient care and value for staff and for patients through the use of digital technology and real time information to support an efficient and effective patient journey. The hospital will have new digital systems to support patients and their clinical teams.

For further information please visit to www.monklands.scot.nhs.uk

Health Inequalities

The Board is committed to addressing health inequalities throughout Lanarkshire and, working with our Community Planning Partners, there will be a renewed focus on improving the exacerbated socioeconomic and health inequality challenges faced by Lanarkshire since the pandemic.

The Board has adopted a 'place based approach' to regenerate what will be the vacant Monklands Hospital site, and the work we are taking forward with Strathclyde University and Professor Sir Harry Burns will form part of our wider triple lens strategic approach to tackling health inequalities in Lanarkshire.

University Strategic Partnerships

NHS Lanarkshire has entered into strategic partnerships with

- Glasgow Caledonian University in 2017
- the University of the West of Scotland in 2018; and
- most recently with Strathclyde University in 2019.

This resulted in the Board gaining University status from Glasgow Caledonian University and the University of the West of Scotland. Discussions are at an advanced stage for Strathclyde University to also award the NHS Board with University Status in late 2020.

Useful websites

NHS Lanarkshire - <https://www.nhslanarkshire.scot.nhs.uk/>

Scotland's Health on the Web (SHOW) - www.show.scot.nhs.uk

North Lanarkshire Council Website - www.northlanarkshire.gov.uk

South Lanarkshire Council Website - www.southlanarkshire.gov.uk

NHS Lanarkshire Finance -

<https://www.nhslanarkshire.scot.nhs.uk/download/annual-report-and-accounts-for-year-ending-march-2019/>

Link to the Interim Corporate Objectives 2022/23 (cover paper and template)

<https://www.nhslanarkshire.scot.nhs.uk/download/2022-march-30-board-papers/?ind=1648622978910&filename=2022-March-30-Board-13a.-Interim-Corporate-Objectives-Cover-Paper-30-March-2022-ver-18.03.22.pdf&wpdmdl=37902&refresh=628754be1902d1653036222>

<https://www.nhslanarkshire.scot.nhs.uk/download/2022-march-30-board-papers/?ind=1648622977160&filename=2022-March-30-Board-13b.-Interim-Corporate-Objectives-2022-23-Annex-1-Ver-22.03.22.pdf&wpdmdl=37902&refresh=628754be190b41653036222>

Link to Strategy Map for Delivery of the Annual Operational Plan:

<https://www.NHSLanarkshire Strategy Map for AOP 20-21>

Link to Monklands Replacement Project

<https://www.nhslanarkshire.scot.nhs.uk/get-involved/consult-engage/monklands-engagement/>

Living in Lanarkshire

Within the UK, Lanarkshire is situated in the heart of Scotland's central belt, the area offers an ideal combination of tranquil parks and market towns, with something for everyone.

Centrally located between Glasgow (c. 20 minutes) and Edinburgh (c. 40 minutes) you can easily commute or, should you wish to relocate, you can choose either a substantial Lanarkshire town or a more relaxed rural location and still have the attractions of two major cities on your doorstep. The county offers accessible links to major cities with easy access to major motorway/rail routes and international airports allowing you to travel across Scotland, the UK and beyond.

There are many attractions within Lanarkshire, including:

- New Lanark World Heritage Site,
- Antonine Wall World Heritage Site,
- The Falls of Clyde,
- Summerlee - The Museum of Scottish Industrial Life,
- The National Museum of Rural Life,
- Strathclyde Country Park,
- Scottish Wildlife Reserves on the shores of the River Clyde,
- Various museums, galleries, castles, heritage centres,
- Numerous country parks.

Where Schools are Located

The majority of Glasgow's independent schools are located just outside the city centre. <https://www.mytopschools.co.uk/private-schools-glasgow/>

St Aloysius' College: <https://www.stalloysius.org/>

Hutchesons' Grammar School: <https://www.hutchesons.org/>

Hamilton College: <https://www.hamiltoncollege.co.uk/>

To find more information about living and working in Scotland please visit:

www.visitlanarkshire.com

www.visitscotland.com/destinations-maps/glasgow-clyde-valley/

www.southlanarkshire.gov.uk

www.northlanarkshire.gov.uk

<https://www.scotland.org/>

<https://www.talentscotland.com/>

<https://moverdb.com/moving-to-glasgow/>