

Chief Executive Candidate Information Pack



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Introduction from our Board Interim Chair

I would like to thank you for your interest in the post of Chief Executive of NHS Forth Valley. As Interim Chair it is a privilege to lead the recruitment process with Caroline Lamb, Chief Executive of NHS Scotland and Director-General Health and Social Care.

NHS Forth Valley serves a population of 310,000 in a diverse geographical area which covers the heart of Scotland and includes Clackmannanshire, Stirling and Falkirk councils.

Our Board manages an annual budget of £670 million and employs over 7,000 staff, making us the region's largest employer. Forth Valley Royal in Larbert is one of the most modern and well-equipped acute hospitals in Europe supported by a network of four community hospitals and 56 health centres plus day centres.

In Forth Valley we pride ourselves in innovative service delivery. As part of the National Treatment Centre programme, the final stage of our development will see the opening of a new 30-bed inpatient ward this year, creating extra capacity for those who need orthopaedic surgery.

We are home to the Scottish Centre for Clinical Simulation and Human Factors, one of the most advanced training facilities of its kind where medical staff can hone their skills using computerised mannequins. A national consortium, led by NHS Forth Valley is working with industry and academia to develop new digital techniques to rapidly diagnose skin cancers. The '25 by 25' project aims to help diagnosis within just 25 minutes by 2025.

In delivering the full range of health and social care services we have built strong strategic partnerships with our two Integration Joint Boards, three local authorities and the University of Stirling and Forth Valley College.

In 2022 we launched the Forth Valley University College NHS Partnership, the first formal regional partnership between an NHS Board, university and college in Scotland.

In the Scotland Deanery Director of Medical Education Report, NHS Forth Valley emerged as one of the best places to be for trainee doctors, with six departments in the top 2% – anaesthetics, clinical radiology, general surgery, obstetrics and gynaecology, ophthalmology and paediatrics.

NHS Forth Valley is on a journey to make positive changes on leadership, culture and governance, with our staff and patients at the heart of everything we do. It is acknowledged that change and reform is essential for the sustainability of our health and social care services.

As the Board's strategic lead, you will drive that transformation in collaboration with our partners, staff and patients with an immediate focus on the development and delivery of our Population Health & Care Strategy.

We are looking for the best talent to join and lead our executive team. If you believe that you have the attributes to fulfil the role and live our values, we would be delighted to hear from you.

Thank you again for your interest.

Allan Rennie
Interim Chair, NHS Forth Valley

The Opportunity

This is a pivotal time for change as NHS Forth Valley works with our strategic partners to develop a new approach to deliver sustainable health and social care for our local population. Our ambition will be achieved through our committed workforce and with our partners at all levels. We want the right individual to embrace the challenge with empathy and determination.

Your career to date will evidence an ability to navigate complexity and transformation. The health and care landscape is a dynamic system, and like all other Boards NHS Forth Valley faces challenges on resource and changing demographics. You will understand how to take a system leadership approach and your ability to navigate complexity, foster innovation, and drive efficiency will be critical.

You will collaborate with staff and community partners to shape policies, enhance services, and ensure sustainable healthcare delivery. As we look to shift our thinking through development of our Population Health & Care strategy your leadership will be the compass guiding the organisation forward. This work will mean advocating for equitable access to healthcare, promoting preventive measures and fostering community health initiatives.

Your role is about connecting people, to ensure understanding of their needs, aspirations, and concerns. Working across borders as Chief Executive, you will collaborate with other NHS Boards, Scottish Government bodies, and international partners to share best practice, learn from others, and contribute to Scotland's collective health and care agenda.

We aim to improve population health, maximise outcomes for patient experience, ensure clinical effectiveness and to continue to transform the way we do things, building on the success of our approach to quality management and our role as an Anchor Institution.

Through your experience you will be attuned to the demands of regulation and public scrutiny. In your systems leadership role, you will understand how integrated health and care systems operate but more importantly, how the different facets of the system interrelate so that innovation, improvement, and integration occur naturally. You will be recognised by your peers for your innately collaborative leadership style and natural ability to build trust across all stakeholders.

As Chief Executive, you will lead this organisation through all the challenges ahead. For this leadership role we need someone of considerable personal and professional attributes with resilience and energy. If you have the vision, skills, and the personal qualities which this role demands, then we would like to hear from you. Your leadership will shape healthcare delivery, foster innovation, and leave a legacy of compassionate care. Are you ready to lead with purpose?

Details of the Role

Reporting Relationships & Accountability:

Reporting to the Board Chair. The Chief Executive has two formal lines of accountability: 1) to the Chair and the NHS Forth Valley Board and 2) to the Parliament through the NHS Scotland Chief Executive for ensuring proper stewardship of the public money and assets allocated to NHS Forth Valley.

Job Purpose

The Chief Executive is the accountable officer for NHS Forth Valley.

The role of the Chief Executive is to develop the strategic vision and transformation plans for the NHS Forth Valley health and social care system through visible, clear, consistent, and values-based leadership. The Chief Executive with their executive team creates and continually develops the right conditions to support and enable successful organisational performance to improve the health of our local population, deliver high quality health services and healthcare improvements.

As Accountable Officer, the Chief Executive has primary responsibility to ensure delivery of the performance outcomes set out in the NHS Forth Valley Strategic Framework and ensure that the Board achieves the best value possible for the citizens of Forth Valley against the annual budget of £670 million.

The Chief Executive will create, develop, and strengthen strategic partnerships, particularly in relation to strengthening and fully embedding integration across the Forth Valley system with our two IJBs and three local authority partners.

The Chief Executive will be required to operate at 3 levels: to provide strategic leadership to the Board; to play a strong leadership role in driving and shaping the West of Scotland Regional planning strategies to support delivery of sustainable services across the region; and to shape and influence national strategy and policy for the NHS in Scotland.

Joint Working

The Board and the Chief Executive work in close collaboration with all key partners and specifically local authorities. The Senior Executives across the region have a number of joint working structures to support the progress of integration of health and social care. At Board level, two Integration Joint Boards (IJBs) (Stirling & Clackmannanshire and Falkirk) provide leadership to joint working in the area.

Key Results Areas

1. Drive the implementation of the NHS Forth Valley Population Health & Care Strategy to meet both the requirements set out by the Board of NHS Forth Valley and national policy.

2. Setting the tone and developing the culture of the organisation, to ensure colleagues live the values of the organisation, feel safe to speak up and create a positive climate of partnership working, fostering excellent employee relations.
3. Deliver safe care to the population of Forth Valley and consistently drive improvement through the learning organisation approach.
4. Lead the local implementation of national health priorities as set out in the Delivery Plan with Scottish Government.
5. Ensure NHS Board agreement to implementation of the Delivery Plan and subsequently to ensure that performance against agreements is effectively monitored and managed to ensure delivery of targets.
6. Prepare and deliver Annual Corporate Objectives aligned to the Delivery Plan for NHS Forth Valley taking account of all national requirements and local needs.
7. As the Accountable Officer responsible for funds entrusted to NHS Forth Valley, ensure that the Board's resources are allocated through robust processes aimed at best value and optimal impact on the health of the population and which meet the governance requirements of public accountability.
8. Work closely and proactively with other public sector leaders to locally deliver the integration requirements of Health and Social Care. A prime focus is working with IJBs and Chief Officers to deliver the IJB Strategic plans.
9. Provide executive leadership to the NHS Forth Valley Board, ensuring achievement of required performance levels across the organisation, through the management and development of the Board's staff and services to create an open, supportive and productive organisational culture and to ensure efficiency and effectiveness in achieving all aspects of the Board's role in delivering the Health and Social care Delivery Plan.
10. Ensure that NHS Forth Valley Board is influential, open, and effective in a range of key multi-agency partnerships and alliances focused on the creation and development of local NHS and community strategies, policies and actions which will deliver long-term health improvements through:
 - Regional Working & Planning
 - Community Planning
11. Ensure the development of information strategies to assess health need and to support evidence-based decision-making within the NHS Forth Valley Board area and ensure that appropriate expertise, information, and other resources are available and appropriately deployed to meet the NHS Forth Valley Board's statutory responsibilities in relation to public health and health protection.
12. Ensure effective communication with, and involvement of staff, including the Staff Partnership Forums, the general public, partner organisations, national and local politicians and the media to develop understanding and shared commitment to the

aims of the NHS Board and to demonstrate an accessible, visible presence to foster public confidence in the NHS Board's leadership role in improving the health of the population.

13. Lead the development of an organisation which encourages and supports innovation, team working and creative partnerships to engage productively with a wide range of stakeholders. These include NHSScotland, local authority, voluntary and private sectors, public and patient interests, through which health enhancing strategies can be successfully developed and implemented.

Assignment and Review of Work

The post has a high level of autonomy, working within Scottish Government policies and priorities for health and NHS Forth Valley Board's own strategic framework to which the postholder contributes as an executive member of the Board. The leadership for local interpretation and implementation of central guidance, and ultimately the achievement of health improvements, comes primarily from the postholder who is responsible for ensuring provision of appropriate information, analysis, and advice to the Board and for executing its decisions.

Review of performance in the post is conducted at two levels:

- through the Performance Assessment Framework directed by the Director-General Health and Social Care and Chief Executive NHSScotland which reviews Forth Valley NHS Board's performance against the Local Delivery Plan which it has agreed with the Scottish Government Health Department.
- through Individual performance appraisal undertaken by the Board Chair/Staff Governance Remuneration Sub Committee. Formal appraisal is undertaken on an annual cycle, but more frequent informal review of developments and progress on key issues is undertaken on an ongoing basis with the Chair.

Communications and Working Relationships

Excluding the Chair and the post-holder's reporting staff members, the following are key working relationships, with examples of the purpose of these contacts. These contacts are high profile and can be sensitive requiring significant insight into a range of complex issues.

- With the Chief Executive and senior officers within the Scottish Government to agree the Forth Valley NHS Board's Delivery Plan and to participate in the Performance Assessment Framework. On an ad hoc basis to discuss and resolve difficult or controversial issues relating to national policy or problems of potentially high political or media interest, and to respond to Parliamentary Questions as required.
 - With Ministers and Senior Civil Servants in the Scottish Government Health Department on national, Board specific and local health & care issues.

- With Chairs and Chief Executives of other NHS Boards e.g. to review performance against plans; to discuss and resolve high level problems of resource allocation of service planning impacting upon the Delivery Plan.
- With Chief Executives of other Board areas, e.g. to promote regional approaches to commissioning planning and delivering regional services.
- With Chief Officers of local authorities, Integration Joint Boards and other public bodies
- With MPs/MSPs/Local Health Council Chairs/Public Pressure Groups/Patient Representatives/etc. e.g. to impart information about, consult upon, seek support for, respond to questions or concerns about health issues within the remit of the NHS Forth Valley Board and about the work of wider partnerships and alliances.
- With clinical staff concerning strategic reconfiguration of service issues locally, regionally or nationally.
- With staff representatives, trade unions and professional organisations in developing effective staff partnership approaches both locally and nationally.
- With all NHS staff in Forth Valley through communications and engagement strategy activity to ensure staff involvement.
- With the Media - to respond to media questions about relevant matters; to proactively involve the media in imparting information to the community at large on the work of the NHS Board or on specific health issues.

Most Challenging Part of the Job

Within a changing demographic profile, delivering the required level of performance while operating with the financial resources available.

Broadening Forth Valley NHS Board's role and influence, focusing on improving health in its widest sense. There are major challenges in identifying new and innovative ways to tackle complex health issues involving a wide range of stakeholders whose involvement and commitment, and the integration of their contributions, must be achieved through influence, persuasion, and facilitation.

The postholder must take the lead in dealing with the problems of matching available resources to competing priorities and demands.

The Board's area covers three local authorities and this creates a diverse, political landscape within which to deliver complex, strategic change.

Steering NHS Forth Valley Population Health and Care Strategy against this political backcloth means that the tasks are particularly diverse and challenging.

About NHS Forth Valley – Our Context and Challenges

There are three coterminous local authority areas; Falkirk, Stirling and Clackmannanshire. Services in primary and community care are provided by two Health and Social Care Partnerships (HSCPs) - Clackmannanshire & Stirling, and Falkirk. The population of Forth Valley is centred in the towns of Alloa, Falkirk and Stirling. Whilst the general level of deprivation within Forth Valley is below the Scottish average, each local authority area has areas of significant social deprivation.

There is a large and economically important petro-chemical industrial complex at Grangemouth with agriculture, forestry, and tourism important to the rural communities.

With three HMI prisons, NHS Forth Valley is the major provider of prison healthcare services in Scotland.

The University of Stirling is situated on the outskirts of Bridge of Allan and has close working links with NHS Forth Valley as has Forth Valley College. Our Forth Valley University College NHS Partnership launched in 2022 to support learning, research and innovation to improve health outcomes and support pathways into health and social care jobs for our local population. This work aligns with our aspirations as an Anchor Organisation.

Our health and care system is challenged by the legacy of Covid, the rising demand for healthcare and increasing complexity associated with the ageing population in Forth Valley. The ongoing impact of the pandemic has brought inequalities into focus, which our Anchor Strategic Plan work seeks to address in collaboration with other local Anchor institutions and in our unique partnership with the University of Stirling and Forth Valley College. The cost-of-living crisis and the climate emergency has informed the Board's continued commitment to reforming the services we provide to improve the health and wellbeing of the people who live and work in Forth Valley.

The most significant challenges facing us in 2024/25 and beyond are financial and workforce. The scale of the financial challenge for all Boards this year is substantial and to continue to achieve financial balance, the Board will need to make decisions which will impact on service delivery.

Although NHS Forth Valley was escalated to Stage 4 of the NHS Scotland Escalation Performance Framework in November 2022 in relation to leadership, culture and governance, considerable progress has been made with implementing our Assurance and Improvement plan for each of these areas. We believe that the dedicated work across the organisation and the leadership focus of the Board and Executive in addressing these challenges have reinforced our openness to innovative ideas and to collaborating differently with our staff and partners to create new solutions. With this collective commitment behind the development and delivery of our Population Health & Care strategy this is an ideal time to be joining the organisation as Chief Executive and proactively lead this next stage of our delivery

The organisation is building on work across key strategic enabling themes to support our effective delivery:

- Learning Organisation – being open to feedback about our services and using this to encourage positive change.
- Community Engagement – Engaging with patients, families, and local leaders to understand their needs and build trust.
- Equality and Inclusion - championing diversity and ensuring equitable healthcare access are central to NHS Forth Valley's mission.
- Workforce and Innovation – collaborating with staff representatives focusing on recruitment, retention, and staff well-being to nurture a motivated workforce.

In summary, NHS Forth Valley is focused on navigating financial complexities, leading transformation, engaging communities and driving positive change. Our commitment to excellence for patients and staff will be at the heart of our Population Health & Care strategy.

The Person

Qualifications and Education

- Educated to Post graduate level or equivalent in a business, health or social services related discipline (essential)
- Evidence of continuous professional development (essential)
- Leadership qualification (desirable)

Leadership

- Significant and demonstrable leadership experience at a senior strategic decision-making level in an organisation with substantial budget and workforce numbers. (essential)
- Evidence-based record of leading collaboratively and delivering transformational change in a large complex healthcare system or similar, at Board level. (essential)
- A resilient and motivational leader with integrity at their core, able to create a clear sense of purpose and be inclusive of other stakeholders. (essential)
- Ability to communicate an inspiring vision and to empower staff. (essential)
- Demonstrable experience of business continuity planning, incident and change management, including working within the context of significant resource constraints (essential)

Building Culture

- Demonstrates evidence-based commitment to building and maintaining a culture where people are treated fairly, consistently and with respect; where everyone has a voice; and where equality, inclusion and diversity are valued (essential)
- Demonstrates ethics, values and personal qualities consistent with the vision, culture and values of NHS Forth Valley. (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)
- Ability to challenge existing systems practices and processes to ensure and facilitate continuous improvement. (essential)

Policy, Strategy, Performance

- The ability to think differently, create and drive a sustainable organisation vision and strategy putting service users at the centre (essential)
- Understanding and experience of working within a political and 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)
- Experience of influencing policy at a regional and national level. (desirable)

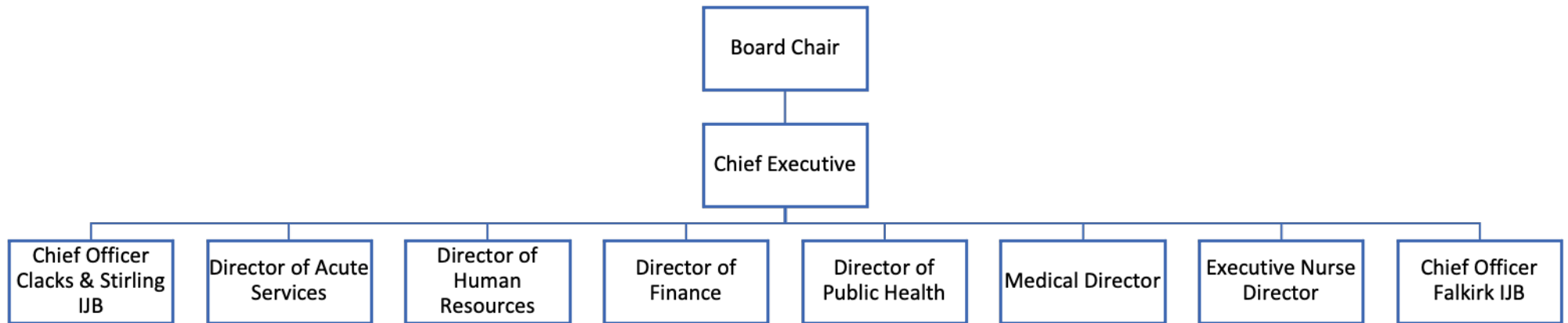
NHS Forth Valley Values

Creating the cultural conditions for NHS Forth Valley to provide our staff with the best working experience and deliver excellence in care is a high priority for the Board and we have committed to continually improve through our Compassionate Leadership and Culture Change programme. It is essential that our Chief Executive role models the behaviours that align with our organisational values:

- **Be Person Centred.** We will acknowledge and accept that every person is different, and we will adapt our approach to meet the needs of others.
- **Be Respectful.** We will treat each other, our partners and people who access our services, fairly, as individuals, as equals, with humanity, dignity, and respect.
- **Be Supportive.** We will be supportive, valuing each other's role and contribution and demonstrating care and compassion in all our actions and communications.
- **Be Ambitious.** We will deliver high quality, safe, consistent, and effective healthcare.
- **Have integrity.** We will be open, honest and accountable in all our actions and communication.
- **Be a Committed Team Member.** We will include managers and the wider multidisciplinary team in our communication and decision making.



Organisation Chart



Recruitment Process & How to Apply

Outlined below are key timescales for the recruitment campaign. All candidate applications will be acknowledged and treated in the strictest of confidence.

Appointment of the successful candidate will be subject to pre-employment checks, including two satisfactory references (one of which must be from your current or most recent line manager), Pre-Employment Health Assessment, Evidence of Qualifications, Confirmation of Right to Work in the UK, Identity and a Disclosure Scotland Criminal Records Check/Protection of Vulnerable Groups Scheme Membership.

Candidates should note that the recruitment process will include a pre-interview assessment stage for shortlisted candidates prior to selection of final candidates to go forward to formal interview panel.

Recruitment Stage	Planned Date
Recruitment Campaign opens	26 March 2024
Closing date for return of applications	26 April 2024
Interview date	17 June 2024

How to Apply

To apply for this role please send the following details to Sarah Gracie, Associate Director at Eden Scott, sarah.gracie@edenscott.com.

- A copy of your current CV
- A covering letter, addressing what interests you in the role and details your three most relevant skills/experiences that make you suitable for the role, as set out in the job description and person specification.

For a confidential discussion about the opportunity please contact Sarah Gracie as above or call 07999 421314.

Special Requirements for Selection Events

We are fully supportive of discussing any reasonable adjustments to the recruitment process to ensure no candidate is disadvantaged because of a disability or any other health condition. If you require any special arrangements to ensure your full participation in the selection process, please let Sarah Gracie of Eden Scott know. If you have a disability or long-term health challenge, the Board is committed to offering reasonable adjustments throughout the recruitment process and employment.

Data Protection Legislation

The information supplied by your application will only be processed by authorised NHS Forth Valley personnel involved in relevant stages of the recruitment process. Applications submitted via the NHS Scotland Recruitment process will be retained by NHS Forth Valley and will be used for the purpose of processing your application and for statistical and audit purposes. NHS Forth Valley will process the information for the stated purposes of your application for employment. If your application is unsuccessful your information will be retained securely for 12 months from the completion of the recruitment process and then confidentially destroyed

Summary of NHS Forth Valley Terms and Conditions

Salary

Executive Band G, currently ranging from £114,726 - £152,405 per annum. Entry point on the salary scale will take account of previous experience.

Hours of work

Flexible dependent on the hours necessary to meet the demands of the role including evening and weekend work. For pay purposes the full-time hours for the post will be deemed to be 37.5 hours per week.

Location of work

Carseview House, Castle Business Park, Stirling, FK9 4SW, with travel as required across Forth Valley and other locations across Scotland in support of regional and national work.

Pension

The appointment is superannuable under the NHS (Scotland) Superannuation Scheme unless you opt out in favour of some other scheme or are ineligible to join. Your remuneration will be subject to deduction of superannuation contributions in accordance with the scheme. Costs and contributions are available on the SPPA website: www.sppa.gov.uk

Holiday entitlement

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 1 April to 31 March.

Sick Pay

Sick pay entitlements will be in accordance with the provisions of the NHS Staff Council. Sickness allowance depends on the length of continuous NHS service and is on a scale ranging from one month's full pay plus two month's half pay during the first year of service, up to six month's full pay plus six month's half pay after completing five years of service.

Relocation

Relocation expenses will be payable to the successful candidate in accordance with the Board's Policy. This is available on request from the Human Resources Directorate. Candidates who require to relocate to take up post should discuss this with the interview panel.

Period of Notice

Appointment is subject to termination by either side giving 6 months written notice.

Conditions of Service

Other conditions of service are those laid down and amended from time to time by the UK Staff Council and as set down in the Agenda for Change NHS Terms and Conditions of Service Handbook.