



**CHIEF EXECUTIVE**  
Candidate Information Pack





## Contents

- A few words from our Board Chair 3
- The Organisation 4-6
- The Role 7
- The Person 11
- The Terms & Conditions 12-13
- The Process & How to Apply 14



## **A few words from our Board Chair**

Thank you for your interest in our Board Chief Executive position. This is a great opportunity to make a positive difference to the lives of thousands of people in the Scottish Borders and is of a scale which will appeal to a diverse range of applicants.

Borders Health Board and its partner organisations manage an intriguing mix of remote, rural and urban health & social care services. One of the larger mainland health boards in terms of land mass but smaller in terms of population and annual turnover, NHS Borders presents some unique challenges. Much loved as a region to move to and retire to, the beautiful Scottish Borders has a higher proportion of older people than the Scottish average. This puts sustainable service & workforce planning and innovation at the heart of what we do.

Nestled between Northumberland and the Lothians, the Scottish Borders is a magnet for those who enjoy mountain biking, cycling, outdoor pursuits like horse-riding, fishing, sea kayaking and hill/dog-walking with lots of national trails across its landscape. The region also has sporting, historical and literary festivals which draw significant crowds.

We are seeking a compassionate and inspiring individual who has the ability to lead wide-ranging and community-focused service development. You will be committed to collaboration and partnership working and will be able to demonstrate outstanding engagement skills to forge new relationships with other Public Sector and Third/Charitable Sector organisations. We are committed to working together with the Integration Joint Board and our Community Planning Partnership in the Scottish Borders to reform services and fulfil our purpose.

You will play a key role in the planning and evaluation of health services across the Scottish Borders to make sure services properly meet the needs of the public and that staff use the best and most up-to-date research evidence on what works best to treat and manage illness.

I hope that the information in this pack is helpful and encourages you to apply for this post. If you require any additional information or wish to discuss the role, informal enquiries are welcomed in confidence by me on Tel: 01896 825570 or via email: [karen.hamilton@nhs.scot](mailto:karen.hamilton@nhs.scot)

**Karen Hamilton**  
**Board Chair**

## The Organisation

We think the Scottish Borders is the best place to live and pursue a professional career in the Health Service.

With a £266M base budget and annual turnover of £309M, NHS Borders is responsible for the health of a population of 116,900 (2022 Census) people across the Scottish Borders. There are 114 GPs across the region (Public Health Scotland, 2022) and we directly employ 3,200 staff (2,973 whole-time equivalents) across a district general hospital, four community hospitals, one day hospital, health/resource centres and a range of other locations.

### Borders General Hospital (BGH)

The BGH is situated on the outskirts of Melrose. It opened in 1988 and is the only district general hospital servicing the Borders Region. The hospital has 284 beds and 1,700 staff. It is well-equipped providing the full range of district general hospital services. The Emergency Department and the Borders Emergency Care Services, provide Accident and Emergency and primary care out of hours services respectively to the whole of the Scottish Borders, with minor injuries centres in Hawick, Duns and Kelso.

### Primary & Community Services (PACS)

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

### Mental Health Service (MHS)

With approximately 350 staff, the NHS Borders MHS works across all age groups to provide assessment and treatment in a variety of settings. Services include Adult and Older Adults Community Mental Health Teams; community day services; a specialist Addictions team; Child and Adolescent and Acute in-patient services. These teams and services are based in the towns throughout the Scottish Borders. Our philosophy is that of a personal service based on respect for the individual. MHS uses an approach that recognises that an individual's mental health is affected by a combination of their genetic makeup, relationships with those around them, the physical environment they live in and their own thoughts and feelings. MHS works closely with partner agencies to deliver more integrated care to individuals, and several services are jointly managed with Scottish Borders Council.

### Learning Disabilities Service

The Scottish Borders Learning Disability Service is a joint Scottish Borders Council and NHS Borders service that provides a range of specialist social care and health services for people with a learning disability. The service is co-located in Earlston within Scottish Borders Council's Social Work Department.

## Support Services :

The Planning and Performance Directorate contains the Planning and Performance and Project Management Offices. It also oversees the IM&T function within the Board including Business Intelligence and Health Information Management

The Quality and Improvement function is a Board wide support service. It works closely with and provides advice, information, evidence and support to patients, public, clinicians and services as well as support in the areas of clinical effectiveness, audit, guidelines and standards. It is responsible for Healthcare Improvement Scotland standards and inspections, research governance patient safety and risk management.

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

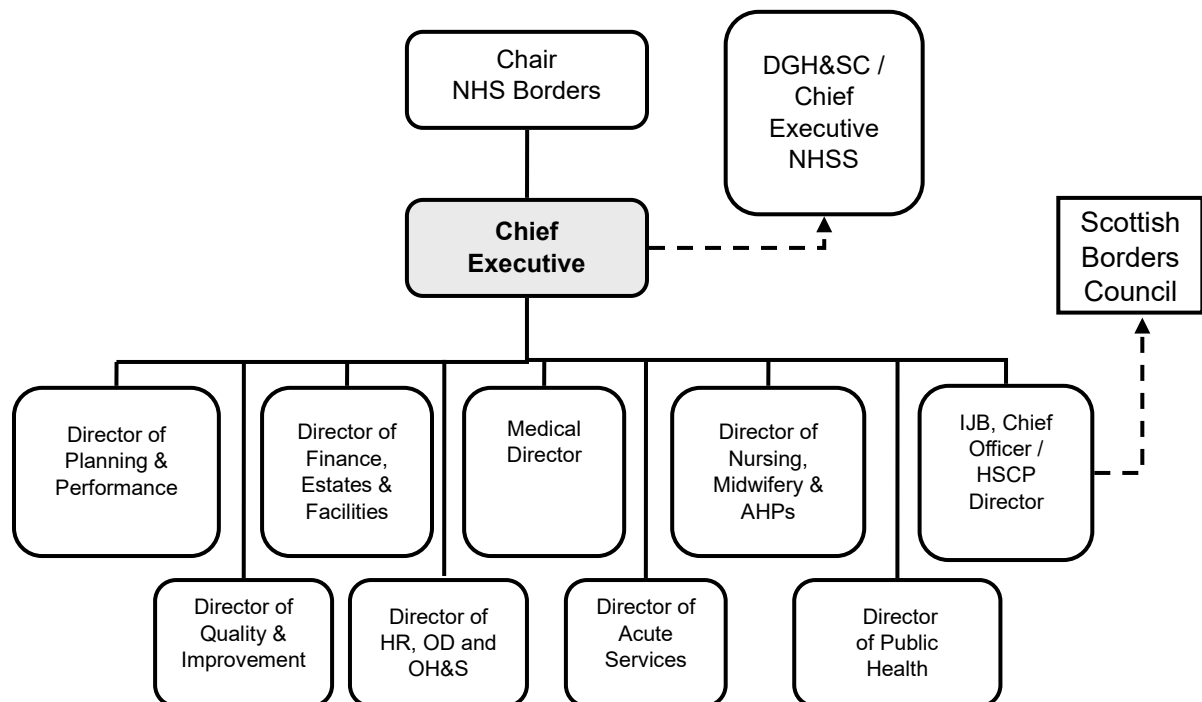
The HR, OD and OH&S Directorate includes Employee Relations, Resourcing/Workforce Planning & Systems, Organisational Development, H&S and Occupational Health. Corporate Training and O.D. Leads are available as a consultancy service to advise on development activities.

The Pharmacy Department is an integrated service supporting primary and secondary care and mental health. The department employs around 75 staff covering both pharmacy services and the Bladder and Bowel service. Whilst the majority of staff are based within the Borders General Hospital pharmacy department an increasing number are now working within GP Practices as part of the expanding Pharmacotherapy Team.

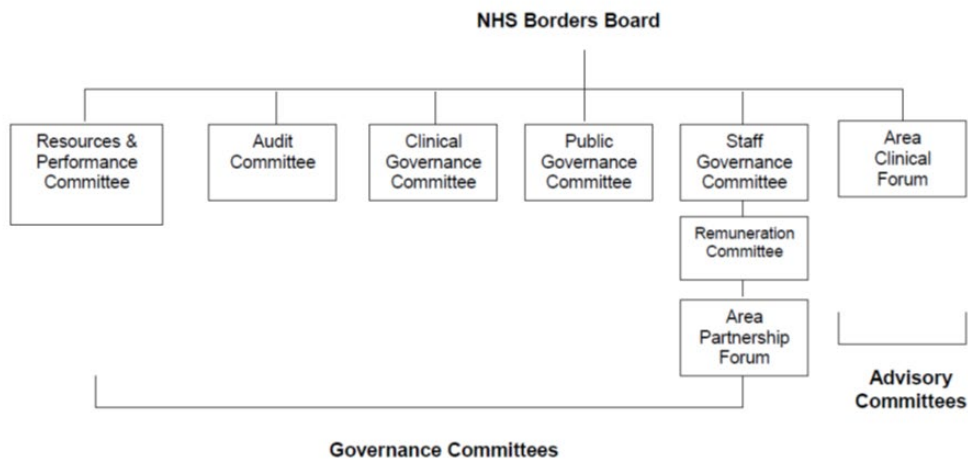
The Public Health Team focuses on promoting the health and well-being of people living in the Scottish Borders and protecting people from becoming ill. It delivers Health Protection services and develops Health Improvement services as well as evaluating the effectiveness of health interventions, programmes and services

NHS Borders benefits from being co terminus with Scottish Borders Council and therefore has one Integrated Joint Board (IJB) which commissions remitted Health and Social care services. The Health and Social Care Partnership (HSCP) is tasked with delivering the services the IJB commissions in line with the Strategic Plan for H&SC.

## Organisational Chart



## THE BOARD AND ITS COMMITTEES



\* The Pharmacy Practices Committee has delegated authority from the Board to meet when there are applications to consider in line with Statutory Instrument 1995 NO 414 (S28)  
 The National Health (Pharmaceutical Services) Service (Scotland) - Regulations 1995

## The Role

### Job Purpose

The Chief Executive is the Accountable Officer for NHS Borders. The role of the Chief Executive is to develop a clear strategic vision for NHS Borders.

The strategic plan is supported by robust operational, finance and workforce plans and the Chief Executive is responsible for ensuring the effective delivery of all these plans through visible, clear, consistent and values-based leadership.

The Chief Executive, in conjunction with the Board and Senior Team, will create the appropriate leadership culture and behaviours across the healthcare system, ensuring a focus on service quality, continuous improvement and effective service delivery.

The Chief Executive will create, develop and strengthen strategic partnerships operating at a range of levels including National, Regional, Local level and within the Board. This work will be key to influencing and collaborating with partners to have the maximum impact on outcomes for the local community. As a member of the NHS Borders Board and the leader of the Board Executive Team (BET), the Chief Executive will fully contribute to the effective governance of NHS Borders.

### Key Result Areas

- Strategic leadership of the system, developing and delivering the Board's vision, in partnership, ensuring that there is ownership of improvement and transformation to deliver sustainable, high quality health services.
- Providing clear strategic direction and leadership to the senior team and wider organisation to deliver the board's corporate goals and vision, ensuring a focus on continuous improvement.
- Setting the tone and demonstrating positive behaviours and attitudes while developing the culture of the organisation and ensuring colleagues live NHS Scotland's values and feel safe to speak up, creating a positive climate of staff partnership working that makes NHS Borders an exemplar employer.
- Through effective communication, engagement and consultation ensure that the interests of staff are understood and appropriately reflected in the management processes of the NHS Board.
- Lead the development and agreement of the Board's Annual Delivery Plans with the Scottish Government.
- Effective performance of the local health system against the agreed measures, standards and indicators set out in the Annual Delivery Plan.

- Provide strong strategic vision and leadership to the Board's Quality Improvement and transformation programmes, ensuring opportunities for innovation and digital development are maximised to deliver the board's strategic goals and ensure high quality and sustainable service delivery.
- Strategic management of external relationships with regional, national and other community planning partners (i.e. IJB, Local Authorities, Universities, Police Scotland, Third Sector) seeking to create strong alliances, strategies for influencing and embedding integrated & collaborative working as "business as usual" activity across the system.
- As an ambassador for health and social care in the Scottish Borders, actively promote dialogue with and involvement with the public, patients, press and politicians to ensure effective communication and engagement on the Board's vision and strategies and demonstrate an accessible and visible presence, to foster public confidence in the Board's leadership role in improving the health of the population and delivering first class health services.
- As the appointed Accountable Officer for funds entrusted to the NHS Board ensure that the Board's resources are allocated and managed to achieve best value and optimum impact on the health of the population whilst meeting the governance requirements of public accountability and statutory financial duties are met.
- To ensure that appropriate expertise, information and other resources are available and appropriately deployed to meet the NHS Board's statutory responsibilities in relation to public health, health protection and tackling inequalities and that arrangements are in place for efficient and effective management of healthcare operations across the whole NHS Borders system.
- Development of information strategies to horizon scan for trends and anticipate policy issues, assess local health need and to support evidence-based decision making within the Borders health & social care system and with key partners that will maximize opportunities and minimize risk.
- Lead and represent the interests of NHS Borders in the regional and national leadership of health and care. Contribute to the relevant regional and national developments to influence national policy and strategy to improve Scotland's health.

## Assignment and Review of Work

The postholder has the highest level of autonomy working to deliver Government policies and priorities for health, and the NHS Board's own strategic framework which the postholder is responsible for leading the development of in collaboration with the Board.



There is substantial scope for strategic and innovative thinking and independent action within the overall strategic direction. The Chief Executive operates within the framework of Standing Financial Instructions and is accountable to the NHS Borders Chair and the Director General / Chief Executive of the NHS in Scotland. The Chief Executive is responsible for all resources entrusted to NHS Borders and to ensure these are allocated and managed to achieve the 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 these targets are delivered.

Review of performance in the post is conducted at two levels – through the Annual Review process directed by the Chief Executive of NHS Scotland which reviews the health system's performance against Annual Delivery Plans and by individual performance appraisal undertaken by the NHS Board Chair. Formal appraisal is undertaken on an annual cycle, by the Chair and reviewed by the Remuneration Committee.

### Most Challenging Parts of the Job

- Creating a clear and supported vision and clinical strategy for the Board, recognising and addressing the competing priorities and ambitions of a wide range of stakeholders and professional groups.
- Delivering change and embedding new, innovative and sometimes radically different ways of tackling complex health and service delivery issues to achieve the agreed vision and strategy. These will invariably entail involvement and commitment from a wide range of stakeholders, and the integration of their contributions must largely be achieved through persuasion and facilitation.
- Managing a wide range of competing and complex organisational priorities
- Nurturing and enabling a continuous improvement culture that is supportive of sustainable new models of working and inclusive of clinicians, managers, workforce and the wider community.
- Integrating and delivering on the sheer range of responsibilities, commitments and workload across the Senior Leadership Team in the organisation.
- Continually demonstrating an extremely high level of analytical ability and strategic problem-solving in developing and implementing the Board's financial framework in current and future financial environments, matching available resources to the competing priorities of the local health economy.

## Communications and Relationships

The postholder will communicate with a wide range of senior clinical and non-clinical staff in NHS Borders; 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 NHS Board Chair, direct reports, clinicians, managers, staff and Staff-side within NHS Borders, the following are key working relationships, with examples of the purposes of these contacts:
- With Non-executive Directors (including the Employee Director) of NHS Borders – to ensure the provision of information and support to enable them to effectively fulfil their roles as Non-Executives.
- With the Cabinet Secretary, Ministers, Chief Executive and other officers of the Scottish Government Health and Social Care Directorates, for example to agree the Board's performance objectives and to participate in the Annual Review process. 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.
- With leaders of Local Government, the Integration Joint Board, voluntary and independent sector agencies, and private sector organisations – to influence the agenda for the benefit of health; to plan, support and review services and/or community actions which will impact on the health status of the population.
- With the Scottish Parliament, MSPs/MPs, Public Pressure Groups, Patient Representatives, etc. – to impart information about/consult upon/seek support for/respond to questions or concerns about health issues within the remit of NHS Borders.
- With the media – to respond to media questions about relevant matters; to proactively involve the media to impart information to the community at large on the work of NHS Borders, or on specific health issues.
- With national and local representatives of Trades Unions and Professional Organisations – for communication and/or consultation on major issues affecting staff, and to develop and maintain effective partnership working and good staff governance.

## The Person

### Qualifications and Education

- Educated to Graduate and Postgraduate level or equivalent (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 a comparable size of budget and workforce (essential)
- Evidence-based track record of leading and delivering transformational change in a large, complex public system at Board level (essential)
- A resilient, inspirational and visionary leader, who operates with integrity; leads with kindness and compassion; has a clear sense of purpose; and is inclusive and collaborative with a range of stakeholders (essential)
- Ability to communicate an inspiring vision and can empower staff at all levels (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 there is psychological safety, where everyone has a voice; and where equality, inclusion and diversity are valued (essential)
- Demonstrates ethics, values and integrity; leading with humility and building trust (essential)
- Calm under pressure, effectively managing emotional responses (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 and Performance

- The ability to create and drive a sustainable organisation vision and strategy, putting users and beneficiaries at the centre of this work (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 all 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)
- Significant experience of influencing policy at a regional and national level (desirable)

## Terms & Conditions

The successful candidate will be employed under NHS Executive/Senior Management (E/SM) terms and conditions, subject to direction by Scottish Government. A package commensurate with the responsibilities of the post and the level of seniority of the position will be available to the successful candidate. Salary band for this role is Executive & Senior Management (E/SM) Grade F (currently £101,379 to £134,214).

The Chief Executive role is a full-time, permanent position. Staff holding executive office should be prepared to work such hours as are necessary for the full performance of their duties. For pay purposes, the working week will initially be 37 hours.

## Pension Arrangements

New entrants to NHS Borders who are aged between sixteen and seventy-five will be enrolled automatically into membership of the NHS Pension Scheme. Our pension scheme is provided by Scottish Public Pensions Agency (SPPA). This is a qualifying pension scheme, which means it meets or exceeds the government's new standards.

All benefits including life insurance and family benefits are explained on the SPPA website [www.sppa.gov.uk](http://www.sppa.gov.uk) Once a year, (following 2 years qualifying service) a statement is available online showing how much service has built up in your pension. You can increase your contributions by buying additional pension. For full details please see the Factsheet "Additional Pension" available on the SPPA website. The amount contributed by the government in the form of tax relief would also increase.

Superannuation benefits accrued in the NHS Scheme elsewhere in the UK can be transferred to the Scottish scheme by arrangement with SPPA. The transferability of other public sector pension schemes entitlements may be possible and may be explored on appointment.

## Motor Vehicle Provision

Where there is a job requirement, a vehicle may be offered. The arrangements will be determined by the Remuneration Sub-Committee in accordance with the leased car provisions for staff on Executive & Senior Managers pay arrangements.

## Location

For employment purposes, your initial base will be Borders General Hospital campus near Melrose however the option of some degree of hybrid working is available upon agreement with the Board Chair. The post will inevitably require you to travel throughout the Board's area and within Scotland. Less frequently you will be required to travel further out-with Scotland. Home to work expenses will be met by the post holder but all other travel expenses incurred as a result of your employment will be reimbursed by the Board.

## On Call

An Executive Team On Call rota operates, currently organised in blocks of (i) working week (Monday-to-Friday) and (ii) weekends, and payable on Agenda for Change terms. Occasionally this requires on-site attendance out-of-hours and in case of emergency, arrival on-site should be within one hour.

## Relocation Expenses

Reasonable relocation expenses in line with the Board's policy will be payable, should the Board require you to move home. This will be discussed with you, as part of an offer of employment. Main residence should be no more than one hour travel time from base.

## Annual Leave

Annual leave entitlement is 27 days per year on appointment, 29 days after five years' service and 33 days after ten years' service. There are also technically eight public holidays each year. Local arrangements to consolidate some or all of these general public holidays into annual leave operate.

## The Process & How to Apply

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

<b>Recruitment Stage</b>	<b>Planned Date</b>
Recruitment Campaign opens	21 March 2024
Closing Date for return of applications	15 April 2024
Pre-interview Assessment Stage	Date to be confirmed
Interview Date	20 May 2024

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

### How to Apply

To apply for this role, please send the following details to [sarah.gracie@edenscott.com](mailto:sarah.gracie@edenscott.com)

- A copy of your current CV.
- A covering letter, addressing what interests you about the role and detail of three most relevant skills/experiences that make you particularly suitable for the role.

For an informal conversation about the role, please call Sarah on 07999 421314.

**All applications will be acknowledged and treated in the strictest of confidence.**

### Special Requirements for Selection Events

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

### Data Protection Legislation

The information you supply will only be processed by authorised NHS Borders staff involved in relevant stages of the recruitment process. Applications submitted via this process will be retained by NHS Borders and will be used for the purposes of processing your application and for statistical and audit purposes. NHS Borders will process the information for the stated purpose 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 will then be destroyed.