Candidate Information Pack

Our Purpose
Patient Safety is the number one priority for everyone in NHS Borders

Visit our website: www.nhsborders.scot.nhs.uk
Find us on Facebook at www.facebook.com/NHSBorders
Follow us on Twitter @NHSBorders

Our Values in Action

- Dignity & Respect
- Care & Compassion
- Quality & Teamwork
- Openness, Honesty & Responsibility
Section one: Why work in the Scottish Borders?

We think the Scottish Borders is the best place to live and pursue a professional career in the Health Service. With a revenue budget of over £190m, NHS Borders is responsible for the health of a population of over 114,030 people across the Scottish Borders area.

The Scottish Borders covers a large and scenically beautiful area of the Southern Uplands of Scotland. Predominately rural, it is historically a unique part of the country, the home of the Border Reivers, where annually each town maintains its links with the past during the season of Common Ridings. Seven-a-side rugby originated in Melrose, and the Melrose event in particular draws large crowds each year. The Scottish Borders has tremendous facilities for sport and leisure. Glentress and Innerleithen mountain bike parks are world renowned for both cross country and downhill biking. The beautiful Berwickshire coast provides options for sea kayaking, surfing, diving and sea fishing. In addition there are facilities for fishing, golf, swimming, horse riding, cricket, football, hiking and many other activities. Excellent cultural opportunities in terms of music and art societies, drama, and small theatres in Melrose and Selkirk as well as amateur opera. There are excellent restaurants, cinemas and shops. Excellent Fitness Centre in Galashiels and other Scottish Borders towns. There is a purpose built nursery in the grounds of the hospital.
The Scottish Borders offers all the benefits of rural life with very easy access to major cities such as Edinburgh (37 miles) Glasgow (75 miles) Newcastle (75 miles). Edinburgh is renowned for its cultural activities in music, including opera and ballet, theatre, cinemas (including a film theatre) and visual arts, and of course every year there is the world famous Edinburgh International Festival and Fringe Festival. Local transport links have improved greatly in the last year or so. After an absence of almost 50 years, the Borders Railway has now opened, with train services to central Edinburgh running every thirty minutes (journey time 55 minutes approx). Galashiels Railway Station is a few minutes walk from Galashiels Health Centre.

On opening the railway Her Majesty Queen Elizabeth said "The Borders railway brings so much promise for sharing and invigorating this most beautiful countryside as a place to work live and enjoy."

There are rail links to the rest of the country at Berwick Upon Tweed, and Carlisle and there is easy access to Edinburgh Airport (approximately 1 hour 15 minutes) and Newcastle Airport (approximately 1 hour 30 minutes).

Education
There are 9 high schools and 63 primary schools in the Scottish Borders. Our local schools consistently demonstrate high levels of attainment - well above national average. For more information on education in the region visit www.scotborders.gov.uk/info/878/schools. There is a purpose built nursery in the grounds for hospital employees' children.

Relocation and Housing
As part of our policy there is assistance with relocation benefits including temporary housing costs and relocation allowances up to Inland Revenue limits. We wish to ensure wherever possible that new staff obtain appropriate financial support, within HMRC regulations, for the necessary permanent move of their main home.

House prices in the Borders Region are significantly less than in major cities in the U.K. and also less than many other rural parts of the country. See the Borders Property web site at www.bspc.co.uk

There is usually accommodation available for rent in the local area and for a temporary period occasionally in our on-site residencies in the grounds of the Borders General Hospital. Appreciate it’s not for everyone to “live above the shop” but it may help you out for a short while pending your search for your dream abode in the Borders.
We have a guide that contains some advice, rules and all of the forms that you need to make an application for relocation benefits. However phone HR on 01896 826164 if you need to discuss any aspect or you are welcome to make an appointment for a face to face discussion. HMRC guidance is available from [https://www.gov.uk/expenses-and-benefits-relocation](https://www.gov.uk/expenses-and-benefits-relocation) but at local level staff on the Finance Helpdesk may be able to help 01896 827888 or Finance.Helpdesk@borders.scot.nhs.uk.

Please see Websites:

- NHS Borders - [http://www.nhsborders.co.uk](http://www.nhsborders.co.uk)
- Scottish Borders Tourist Board - [www.scot-borders.co.uk](http://www.scot-borders.co.uk)
- Our Scottish Borders - [www.ourscottishborders.com](http://www.ourscottishborders.com)
- Southern Reporter - [www.borderstoday.co.uk](http://www.borderstoday.co.uk)
Section Two: Working for NHS Borders

Our Values are at the heart of all that we do:

● Care and Compassion
● Quality and Teamwork
● Dignity and Respect
● Openness, Honesty and Responsibility

Patients are at the centre of everything we do in our daily working lives at NHS Borders. Ensuring they are safe, cared for efficiently and effectively by suitably experienced and qualified staff driving quality at the heart of patient care. We are a dynamic and forward thinking team with a wealth of clinical and leadership experience. We aim for an open and honest culture and believe in nurturing future stars in the NHS.

NHS Borders has taken a lead as one of very few NHS Boards in Scotland with an entirely integrated structure for management of health services. Decision-making is firmly embedded with an integrated Clinical Executive, part of a natural evolution towards more integrated care, which has seen health and social services within the Borders develop nationally-recognised joint initiatives. The NHS Borders Board covers an area jointly with the local authority (Scottish Borders Council) and has developed close and effective links, including the creation of a Joint Health and Care Partnership Board moving forward the integration of health and social care.

The Clinical Executive (CE) is the body responsible for ensuring the overall management of services, operational service planning and service redesign. The CE is chaired by the Medical Director and includes the Director of Nursing, Clinical Chairs, General Managers from each of the Clinical Boards across NHS Borders (including the Mental Health Board) and SBC Social Care. The Clinical Executive therefore has the authority to manage resources across the area and to design care from a “whole system” perspective.

Clinical Governance is well established, forming part of the Risk Management of the whole organisation. Clinical Governance is seen as a positive support to all clinicians with active participation by all professions.
We believe the unique factors that help to define us as an employer are:

- Our friendly and supportive environment;

- Our commitment to staff engagement and effective team working;

- Our track record in creativity and innovation and our ability to successfully implement change and redesign;

- Supporting staff’s learning, development and career aspirations, from an initial comprehensive two day corporate induction programme to the availability of a wide range of internal training programmes;

- Our commitment to supporting flexible working through a wide range of family friendly policies;

- Our commitment to support and improve our staff’s health, safety, wellbeing and resilience. We do this by implementing our person centred Work and Well –Being Framework which covers 2015 – 2020 which sets out how we will support our staff to keep them healthy, motivated and engaged. It includes a variety of proactive initiatives to support staff health and well-being and our work life balance policies; and

- NHS Borders was awarded the Gold Award for Healthy Working Lives in June 2015, with the Assessor concluding “This was a strong assessment, characterised by a clear strategic drive for health and wellbeing, sincere senior management backing, excellent participation from employees across a highly geographically distributed organisation. All facilitated by a dedicated and highly effective HWL Group.”
The organisation has a statutory responsibility to ensure the Staff Governance Standards are embedded and adhered to as part of the governance framework – staff, financial, information and clinical governance – in which NHS Boards operate. The Staff Governance Standards require all NHS Boards to demonstrate that staff are:

- well informed;
- appropriately trained and developed;
- involved in decisions;
- treated fairly and consistently, with dignity and respect in an environment where diversity is valued; and
- provided with a continuously improving and safe working environment, promoting the health and wellbeing of staff, patients and the wider community.

During 2013, we consulted with our staff to select the key values and behaviours which they believed were essential to create a safe, effective and person-centred working environment which benefits patients, staff and carers. This allowed us to develop our purpose, values and commitments. We passionately believe in creating a culture which is open, fair and just.
**Partnership Working in NHS Borders**

NHS Borders is committed to partnership working between management, trade unions and its staff. The Principles of Partnership Working are based on the organisational values and is the process by which NHS Borders engages with the trade unions on issues and decisions that impact on all staff. This can be found on the following link:

http://intranet/resource.asp?uid=22207

This set of principles are NHS Borders assurance to its staff that they will be treated with dignity and respect, openness and honesty but is also a standard expected of each employee towards their colleagues.

NHS Borders recognises a number of professional bodies / trade unions. If you wish to access information on a professional body or trade unions appropriate to your role please contact the Partnership Office on 01896 825567 or email elizabeth.mckay@borders.scot.nhs.uk for further details.
Section three: Delivering our services

Borders General Hospital

The Borders General Hospital 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 1700 staff. It is well equipped providing the full range of District General Hospital services.

Recent developments include the opening of a local renal unit, a new MRI scanner and DEXA scanner. The first Consultant in Emergency Medicine was appointed in 2008 and more recently specialty doctors in Accident and Emergency have joined the team.

The Emergency Department and the Borders Emergency Care Services, provides primary care out of hour’s services to the whole of the Scottish Borders, with emergency centres in Hawick, Duns and Kelso.

Primary & Community Services
Primary and Community Services (P&Cs) 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). We employ approximately 675 staff, based in the 24 Health Centres, two GP owned premises and five community and day hospitals. There are community hospitals facilities in Hawick; Peebles; Duns and Kelso and the day hospital in Eyemouth. There are 150 beds and approximately 70 day hospital places. We also manage community nursing services, therapy services, sexual health services and the community dental service, as well as the contracts for GPs, dental and optometry.

Mental Health Service
With approximately 350 staff, NHS Borders Mental Health Service works across all age groups to provide assessment and treatment in a variety of settings. Services include community mental health teams, community day services, specialist drug and alcohol team, child and adolescent and in-patient services. These services are based in the towns throughout the Scottish Borders.
Our philosophy is that of a personal service based on respect for the individual. We expect people to respond to their maximum potential when offered the appropriate involvement, opportunities and responsibility. We use an approach that recognises that an individual’s mental health is affected by a combination of their genetic makeup, their relationships with those around them, the physical environment they live in and their own thoughts and feelings.

We work 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 within Scottish Borders Council’s Social Work Department and comprises of two Community Learning Disability Teams, an Assertive Outreach Team and Day Support Services.

For more information on the full range of clinical services provided by NHS Borders, visit our webside [www.nhsborders.scot.nhs.uk](http://www.nhsborders.scot.nhs.uk)
Section four: Job Advert

Chief Executive
NHS Borders

Based Melrose

Salary Range: £87,840 to £119,718

Closing Date for Applications is December, 19\(^{th}\) 2018

NHS Borders is one of the fourteen territorial boards of NHS Scotland, employing over 3000 people, making it one of the largest employers in the region. We provide health and social care services to our resident population of over 115,000 covering a variety of large towns through to small hamlets with a total geographic coverage of over 1800 square miles. The Borders railway provides excellent transport links to Edinburgh, the Lothians and onward to the wider central belt of Scotland.

Jane Davidson, the current Chief Executive, has recently announced her decision to retire in April 2019 after a highly successful career in the NHS, spanning over 25 years. The Board now seeks to appoint a high-calibre Chief Executive who can continue to take the organisation forward and build on its reputation for quality of care and as an excellent environment for patients and staff. NHS Borders is fully committed to living its values and these are defined as:

- Dignity and respect.
- Quality and teamwork.
- Openness, honesty and responsibility.
- Care and compassion.

With a budget in excess of £240m and a challenging financial environment it's vital that the incoming Chief Executive has extensive experience of managing a large, complex organisation with a wide variety of stakeholders within the NHS and the wider care and public sector community. There are many facets to the Chief Executive role and among the key deliverables are:

1. To provide strong, effective and visible leadership to the managers and staff of NHS Borders and to the wider health community in the area in order to deliver the NHS Board's vision for integrated, high quality, patient and client focused health services and to promote a culture of partnership and inclusion within the local health system.

2. To initiate and facilitate effective partnership and alliances between NHS Borders and other health, social and voluntary agencies and local enterprises so as to influence the agendas of these bodies and to draw on their experiences and perspectives in creating local NHS and community strategies, policies and actions which will deliver long term health improvements and which will be understood and supported by their alliance partners.

3. To lead the development and agreement of Annual Operational Plans within the timescales required, and in line with national priorities, planning guidance and
available resources, in order to set down local priorities and action plans for health and to provide a template against which progress can be reviewed.

4. To ensure that effective performance of the local health system against the agreed measures, standards and indicators is appropriately monitored and managed.

5. To develop NHS Borders as an exemplary employer, demonstrating full compliance with the NHSScotland Staff Governance Standard and effective partnership arrangements with trade unions and other staff organisations to ensure, through effective communication and consultation, that the interests of staff are understood and appropriately reflected in the management processes of the NHS Board.

6. To ensure the development of information strategies to assess health need and to support evidence-based decision making within the Borders health system and with key partners.

7. As the appointed NHS officer responsible for funds entrusted to the NHS Board, and as the Board's Chief Officer, to 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.

8. 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.

9. To ensure that the corporate business of the Board and its committees is effectively managed and that the highest standards of corporate, clinical, and financial and staff governance are observed throughout NHS Borders.

Qualifications and Experience Specified for the Post:

The position requires an inspirational leader with the drive, understanding, vision, experience and political awareness necessary to provide clear and dynamic leadership in the strategic development of all aspects of a unified health system.

The appointed candidate will require the highest levels of human relations skills, and an open, supportive and visible management style in order to earn the confidence and respect necessary to effectively deliver the agenda on major change and to develop a culture that encourages initiative, individual and team responsibility and open communication that motivates staff.

The post holder will be formally educated to degree level, and is likely to have postgraduate or equivalent qualifications. He/she will have considerable senior management experience at Board Level. Direct experience of the health service/public sector is preferable but not essential.
The role represents an outstanding opportunity for the appointed individual to lead the organisation in having a major impact on the health and well-being of the people of the Borders and to do so by a values-based, sustainable and inclusive approach that delivers high-quality outcomes for all.

To Apply

Further details on the role; living in the Borders; terms of the appointment and the recruitment process can be found at (microsite URL here). You can also contact our Executive Recruitment partners – Michelle Lownie & Chris Logue of Eden Scott - for an informal discussion - via michelle.lownie@edenscott.com or on 0131 550 1104.

To apply in confidence, please forward an up to date CV to Michelle by no later than Wednesday, 19th December, 2018 at 5pm.