

Job Description

1. Job Title	Chief Executive
Executive Band	Executive G
Location	Central Offices, Westport, Edinburgh
Reports to	Dr Lindsay Burley, Chair

2 Job Purpose

To lead NHS Education for Scotland (NES) in the next stage of its development, delivering our Vision, Mission and Strategic Framework through strong, highly effective and visible leadership. Working with significant authority the postholder will shape the organisation and lead through a complex period of transformational change.

As a member of the NES Board and leader of the NES Executive Team, the postholder will fulfil the critical leadership role for the Board at a time of significant change across the health and care sectors.

Of particular importance is the Chief Executive's ability to create new and strengthen partnership working across the health, care and education sectors, influencing policy at national level.

The Chief Executive is the Accountable Officer for NES.

3 Dimensions

NES is a national special health board working in partnership with key stakeholders to provide education, training and workforce development for those who work in and with NHS Scotland. We have a Scotland wide role in undergraduate, postgraduate and continuing professional development maintaining a local perspective through centres across Scotland with over 1,000 staff who work closely with our front line educational support roles and networks.

Our aim is to improve health and care through education and a significant proportion of our work focuses on the clinical workforce, with a large part of our funding used to pay for doctors and dentists in training. We are responsible for the postgraduate education of over 5,000 doctors in training each year and in addition prepare 1,500 professionals for practice in clinical psychology, pharmacy, optometry, healthcare science, management and finance.

We provide access to education for the nursing, midwifery and allied health professions, healthcare chaplaincy and for health care support workers, and business and administration and estates and facilities support staff. We also support public service reform and policy priorities. We support all staff groups and policy development through the provision of educational resources which are increasingly provided on line.

Total NES Budget- £430 million

Total NES Staff (headcount -1,500)

Total Trainees Under Management- 6,500

4 Organisational Chart

See Appendix

5 Role of Department

The role of Chief Executive is the critical leadership role in the organisation. The Chief Executive creates and continually develops the organisational culture and must facilitate an open and productive working environment that values transparent communication and highly effective partnership working.

The core values of NHS Scotland are care and compassion; dignity and respect; openness, honesty and responsibility; and quality and teamwork. Within NES we embed these values through our ways of working which are to always:-

- aim for excellence in education
- be open, listen and learn
- take responsibility and lead by example
- respond quickly and confidently
- look ahead and be creative
- respect and value each other
- work in partnership to a clear common cause

6 Key Result Areas

- Providing clear, effective and visible leadership to managers and staff in NES and to our wider community and stakeholders in order to deliver the Board's vision and strategic plans
- Providing clear strategic direction to the executive team and across the organisation, ensuring a clear focus on the delivery of our strategic objectives supported by a performance management culture that delivers high standards of performance and governance
- Strategic and highly effective relationship management, influencing and negotiation of our relationships with a wide range of education, health and care organisations and government within Scotland and across the UK
- Through leadership and personal influence, ensure that the Board is influential, constructive and open in its collaborative working across the health, care and education sectors, identifying areas where there is added value through single system and multi agency working
- Highly skilful and effective strategic positioning of the organisation particularly within the context of health and social care integration, maximising our potential to further develop our role in support of wider public service reform
- Lead, direct and develop the organisation and staff through an open and constructive culture based on highly effective engagement and open communication
- Sustain and further develop highly effective and constructive partnership working with staff side to ensure the views of staff are reflected in our organisational development plans through on-going transformational change
- As the Accountable Officer for the NES Board, ensure the Board's resources are allocated and managed to achieve best value, and are focussed on the delivery of our strategic objectives,

meeting all governance requirements of public accountability

- Play an active, positive and influential role with NHS Scotland Chief Executives, Chief Operating Officers (Integrated Joint Boards) and Scottish Government to deliver the collective ambitions of NHS Scotland

7 Assignment and Review of Work

While Scottish Government sets the strategic direction and outcomes for the service, there is a unique opportunity to lead NES to the next stage of its development and with strong engagement and partnership working set a strategic course that positions NES as a key contributor to health and care integration and wider public service reform. Within the context of Government policy and priorities there is the scope to shape the way in which the organisation responds to these challenges particularly through our digital transformation.

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 NES Board chair and the Director General Health & Social Care and Chief Executive of NHS Scotland. The Chief Executive is accountable for the delivery of national priorities, ambitions and objectives with the freedom to establish how NES responds to the delivery of these objectives.

Review of performance is through the agreement of objectives and individual performance appraisal by the Chair of the Board and reviewed by the Remuneration Committee. Formal appraisal is undertaken annually with a mid year review.

8 Communications and Working Relationships

The postholder will communicate with a wide range of executive and senior managers within the organisation who have clinical, education and professional support backgrounds. This level of communication also happens within NHS Scotland and senior officers across care and education. Excellent communication skills are required in order to influence, persuade and negotiate with senior staff across diverse cultures and organisations across the public sector. Excellent presentation skills are required with the ability to communicate coherently complex issues covering health, care and education in a convincing way using a variety of media.

Excluding the postholder's immediate manager (Board chair) and direct reports within NES, the following are key working relationships:-

- With non-executive directors - including the Employee Director - of NES and in particular with the Board's governance committees to ensure provision of information and support to enable them to effectively fulfil their role as non-executives
- With the wider executive team, senior managers and staff within NES to lead the delivery of the Board's strategic objectives within our corporate governance framework
- With NHS Scotland Chief Executives, Chief Executives and directors of a range of education, health and care bodies, e.g. Health Education England, Scottish Social Services Council, University Vice-Chancellors, Deans of Medical Schools, Scottish Funding Council, Royal Colleges, Joint Integration Boards etc
- With the Director General/Chief Executive for NHS Scotland and other members of the management board and senior staff of the Health and Care Directorate contributing high level strategy and policy input, discuss NES Board performance, influence and resolve sensitive and controversial issues which could include management of the media and response to parliamentary questions
- With MPs/MSPs, voluntary or other independent organisations in order to represent NES policy and listen to questions or concerns
- With national and local representatives of staff side organisations and partnership fora

9 Most Challenging Part of the Job

The strategic positioning of the organisation within the context of significant change in health, social care and education is one of the most challenging aspects of this role as well as a significant opportunity. The tensions between service needs and the quality of education and the learning environment have the potential to bring us into conflict with the service as we look to fulfil our obligations to trainees. This will require sensitive but robust management. The postholder has to command the confidence of NHS Scotland Chief Executives and Government in these challenging situations based on an approach of constructive and open dialogue and highly effective working relationships.

Aligning the resources of the organisation in the most efficient and effective way possible is a challenge as is seeking out new opportunities for leveraging funds and multi-agency working that will enable NES to deliver on its strategic plans and NHS Scotland's ambitions. Continuing the implementation of new ways of working within the organisation is an on-going challenge.

10 Qualifications and/or Experience Specified for the Post by the Employing Authority

Qualifications

- Educated to degree level and is likely to have postgraduate or equivalent qualifications

Experience

- Significant track record of leadership and strategic management at Board level
- Demonstrable experience of operating at senior strategic decision making level within complex systems and with a wide variety of partner bodies
- Demonstrable experience of leading and delivering transformational change
- Experience of dealing with a range of complex issues within a politically sensitive and multi stakeholder environment
- Experience of influencing strategy and policy at national level
- Direct experience of the health service/education sector is not essential but is highly desirable

Knowledge, Skills and Attributes

- Strong intellect and commercial acumen, bringing a pragmatic approach to decision making
- Open and visible leadership and management approach that builds confidence and the respect necessary to lead the Board through transformational change
- Strategic and political insight into the strategic ambitions and drivers for health and social care integration, advocating the strategic importance of education, training and workforce development to this agenda
- Ability to think strategically and work collaboratively to develop and communicate a clear and compelling strategy for the Board to a wide range of stakeholders
- Capability to be a credible and highly effective Chief Executive with Government, NHS Scotland Chief Executives, leaders within education and care in such a way that commands confidence
- Ability to identify strategic opportunities and develop innovative solutions that facilitates strategic health and care ambitions building on our strengths and track record of delivery
- Horizon scanning for trends and opportunities anticipating policy developments that will provide challenges and opportunities for NES
- Commitment to and passion for education, training and workforce development

Appendix

