Job Description

Post Title: Chief Executive and Accountable Officer for Betsi Cadwaladr University Health Board

Accountable to: Betsi Cadwaladr University Health Board Chairman and Board for the management of the Health Board’s affairs, delivery of Welsh Government Policy and performance requirements and implementation of Board policies.

Chief Executive NHS Wales for the proper stewardship of public funds, the delivery of Welsh Government policy and performance requirements.

Key Relationships:
- Members of the Board
- Members of the Stakeholder Reference Group
- Members of the Healthcare Professionals Forum
- Local Partnership Forum
- Local Negotiating Committee
- Local authorities and other regional and local partners
- Regional Partnership Board and Public Service Boards
- Universities
- Community Health Council
- Third Sector organisations
- Members of Senedd, MPs and Ministers and Welsh Government Officials
- Media organisations
- Contractors

Remuneration & Terms and Conditions: As determined by the Betsi Cadwaladr University Health Board Remuneration and Terms and Conditions Committee within the policy framework set by the Welsh Government.

Location: St Asaph
Our Values:

Betsi Cadwaladr University Health Board has an important job to do. Our work matters because it’s our job to care for our patients and enable and empower our population to stay well. We all want to do this to the best of our abilities – but we know that good intentions are not always enough.

At Betsi Cadwaladr University Health Board we have a set of values and behaviours to set out our expectations for our people across the organisation. These values were developed together with our staff and stakeholders and provide the basis for our behavioural framework; recruitment; appraisal and development.

Our Values

- Put patients first
- Work Together
- Value and respect each other
- Learn and innovate
- Communicate openly and honestly

Our values set out how we are all expected to behave in our work roles. They are more than just a set of words or a set of posters on the walls – they are a commitment we all make to “showing up” for those we care for, and each other, from a place of integrity, purpose and respect.

All of our people are expected to behave in accordance with our agreed values, and are encouraged to challenge anyone in the organisation who appears not to be doing so. #BCUHB Proud

Job Purpose:

The Chief Executive will be the Accountable Officer for the University Health Board with full responsibility for the overall management of the Health Board and its performance in terms of service provision, quality and safety, financial viability and transformation to deliver integrated services across North Wales. The Chief Executive provides leadership, vision and strategic direction and management across all aspects of the Health Board’s activities and will ensure the successful achievement of objectives and delivery of strategy agreed by the Board.

Critical for this role is the requirement to lead the improvement required for the organisation to reduce the requirement for escalation in line with the Special Measures Framework and working to ensure the delivery of sustainable performance as part of a 3 year Integrated Medium Term Plan as set out within the NHS Operating Framework.
This will be set within the context of the Welsh Government strategy for health and social care, ‘A Healthier Wales’, and the principles of the Wellbeing of Future Generations Act.

The Chief Executive is accountable for providing advice to the Board on all elements of Health Board business and specifically on matters relating to probity, regularity and administration.

Particular key responsibilities will be to:

- Develop and lead the Executive Team and wider leadership cohort ensuring effective team working and consistent delivery against accountabilities
- Ensure the development and implementation of critical improvement strategies to support delivery of the Health Board’s responsibilities under the NHS Operating Framework and Special Measures Framework
- Develop an organisational culture that:
  - is open and transparent
  - empowers people
  - supports clinical leadership and engagement in decision making
  - enables change and service improvement
  - has people and quality at its core
- Establish well structured, open and honest engagement with patients, the public and staff
- Be visible and act as an ambassador for the Health Board, building the reputation of organisation and the services it delivers
- Establish strong relationships with partners and demonstrate a personal commitment to working cooperatively across organisational boundaries
- Demonstrate the importance of securing feedback from service users and stakeholders and a willingness to use the information to learn and improve outcomes
- Exploit the opportunities offered by an integrated health system to deliver services that:
  - are of the highest quality
  - improve population health and well being
  - reduce inequalities
  - improve patient safety
- Integrate strategic and operational planning and the delivery of all services within the Health Board, including a commitment to working and responding locally and delivering statutory plans with partners.
- Lead and manage the performance and development of the Health Board.
- Ensure performance targets and improvement trajectories are set and achieved.
- Maximise the efficient use of all resources, ensuring robust and effective financial management and corporate governance systems are in place in order to achieve and sustain financial balance.
• Ensure the Health Board achieves all of its financial targets and that its financial affairs are conducted legally.
• Provide proper stewardship of public funds and the compliance of the Health Board with all statutory, legislative and policy requirements.
• Ensure the Health Board operates within its risk appetite and manages its resources and activities accordingly.

Key Accountabilities:

Leadership of Staff

• Create an environment within which personal and professional accountability is core to leaders at all levels being empowered to deliver the their best of their ability in pursuance of the organisations’ objectives
• Lead manage and develop the Executive Team so that each Director is able to fulfil their individual responsibilities, ensuring that Directors work together to achieve the Health Board’s aims and objectives by influencing, managing and monitoring their performance
• Provide vision, direction and leadership to enable achievement of strategic goals and objectives and create an open, supportive and productive culture.
• Develop and enact processes which ensure full engagement, involvement and commitment of all staff to deliver improvements to quality, clinical outcomes and putting people at the centre of everything.
• Ensure the development of an organisation which encourages personal development and learning; encourages and supports innovation; team building and creative partnerships and a commitment to patient safety and quality.
• Implement effective performance and improvement management arrangements that support the personal development of staff and succession planning for the Health Board, NHS Wales and the public sector in Wales.
• Develop the Health Board as an exemplar employer and establish effective recognition and social partnership arrangements with trade unions and other staff organisations to ensure that through effective communication and consultation the interests of staff are understood and appropriately reflected in the management processes of the Health Board.
• Develop the Health Board’s role in corporate social responsibility, working closely with local communities.
• To ensure a Workforce & Organisational Development Strategy and Workforce Plan are developed which are fully integrated with planning, quality, engagement and financial plans.
• Develop effective working relationships with staff, contractors and stakeholders to engage their support for a service that delivers improved health, reduces inequalities and improves patient safety.

Strategic Development and Partnership Working
• Lead the formulation of the Health Board's strategic direction in line with the Welsh Government's Strategic Framework for the NHS, 'A Healthier Wales'.
• Ensure the development and delivery of the required 3 year Integrated Medium Term Plan for approval by Welsh Government.
• Engage with and promote co-operation and collaboration with other organisations to develop strategic partnerships and alliances to improve the health of local communities and ensure effective partnership working – within & beyond Wales.
• Ensure that strategic partnership arrangements are developed and continuously improved with local authorities and other local voluntary, statutory and private sectors.
• Develop a culture of public involvement that is open and transparent, ensuring that users, carers and the general public’s views are effectively represented and appropriately incorporated into decision making across the Health Board.
• Develop effective relationships with the CHC, Healthcare Professionals Forum, Stakeholder Reference Group and Local Partnership Forum to ensure strategic plans are developed with full cognisance of their views.

• Develop and sustain effective relationships with education and academic organisations in order to optimize the footprint and impact of the Health Board as a major contributor to education, research and innovation.

**Improving Population Health and Patient Services**

• Initiate and facilitate effective partnerships and alliances between the Health Board and other agencies so as to influence the agendas of these bodies and to draw on their experiences and perspectives in creating local health and community strategies, policies and actions to deliver long-term health improvements.
• Working with Public Health Wales, other key agencies and partners to lead on the improvement of population health, reduction in health inequalities and broader public health agenda.
• Leading the change in emphasis from hospital-based care to effective prevention, early intervention and long-term community based supportive care.
• Engage effectively with clinical leaders so that the Health Board provides safe, high quality, dignified and compassionate care for patients and communities in line with NHS standards for services in Wales, within the resources available.
• Motivate all clinical staff to benchmark services continuously against best practice evidence, research and audit to ensure high quality standards of patient care and improved outcomes.
• Foster a culture which embraces and recognises the opportunities for the utilisation of new clinical and service technologies.
• Enable excellent involvement and engagement of patients, communities, partners and staff.
Performance

- Develop and implement measures to ensure delivery against the critical performance areas subject to escalation in line with the Special Measures Framework
- Develop and implement an effective performance management framework for the organisation, ensuring clarity of responsibility, accountability for delivery against key milestones
- Implement a performance management and improvement system to ensure performance of the Health Board is monitored and managed and supports continuous performance improvement across all domains (quality, activity, resource).
- Achieve the financial and corporate objectives set for the Health Board, ensuring the effective, efficient and economical use of resources in achieving planned activity and delivery of all required performance standards.
- Ensure the necessary arrangements are in place to secure the successful delivery of national programmes.
- Meet agreed commitments across the community as set out in the NHS Wales Planning Framework and ensure delivery of an approvable Integrated Medium Term Plan in response.
- Ensure delivery of the Health Board's contribution to performance priorities within local partnership plans, driven by needs assessments.
- Ensure the development of information strategies to assess health needs and to support evidence based decision making.
- Develop and implement a robust mechanism for capturing benefits realization of improvement and investments

Governance

- Ensure the corporate business of the Health Board is well managed and an effective, governance and assurance framework is in place to support Board decision making and to contribute to the achievement of objectives required to exit Special measures and reduce the requirement for external escalation
- Oversee the design and implementation of systems of business conduct, public accountability, engagement and managerial delegation and control which ensure the resources of the Health Board are deployed efficiently and effectively and that the Health Board meets its statutory financial and quality duties.
- Ensure robust mechanisms are in place to implement and monitor organisational learning from serious incidents/events.
- Ensure a proactive approach to risk management including the systematic, identification, assessment and management of risk.
- Ensure that the Health Board acts within its statutory powers and delegated authority, in accordance with statutory, legislative and Welsh Government directives and requirements.
- Develop effective organisational arrangements and capacity that enables the Health Board to meet its strategic aims within a framework
of strong, effective governance consistent with NHS values in terms of safety, openness, probity, and accountability.

Ambassador for the Betsi Cadwaladr University Health Board

- Develop and implement an engagement and involvement strategy that is sensitive and responsive to Health Board staff, local communities and partners.
- Act as an ambassador for the Health Board and NHS Wales.
- Contribute to the wider health and organisational agenda of NHS Wales and Welsh Government.

Performance Appraisals

- Performance will be appraised and objectives agreed on an annual basis with the Chair of the Health Board and the Chief Executive for NHS Wales.
Person Specification

Qualifications

- Masters degree or equivalent qualification or level of experience
- Further evidence of management training, development and experiential learning
- Commitment to ongoing personal and professional development

Experience and Knowledge

- A successful track record of leadership and strategic management at Board level, in a complex NHS, public or commercial organisation and/or across a whole system
- Experience of running a large scale and complex organisation with a focus on safety, productivity, efficiency and engagement
- Experience of working within a regulated environment and achieving improvement across required performance measures
- Experience of working with Board colleagues to reframe/turnaround failing/underperforming services or teams
- Knowledge and experience of behavioural change and embedding an organisational learning culture in a complex environment
- Track record of achieving sustained organisational/service change and improvement with evidence of embedding culture and organisational values, successfully and achieving workforce engagement and delivering improved outcomes in quality, performance and service
- Experience of and insight into, developing an organisational culture that promotes clinical engagement in decision making and leading continuous change and improvement in services, encouraging the use of new clinical and service technologies
- High degree of political sensitivity and experience of dealing with a range of complex issues within a political or demanding stakeholder environment
- Experience of enhancing the reputation of an organisation through leading and encouraging collaborative working across service and organisational boundaries
- Knowledge of issues within the health and social care sector in Wales
- Experience of successful initiation and facilitation of strategic partnership working and alliances with local authorities, voluntary, statutory and private bodies, contractors and other stakeholders
- Experience of developing and implementing strategy and service development in a large complex organisation, exploring new service opportunities
- Experience of developing and embedding significant whole system leadership improvement thorough understanding of the impact of compassionate leadership on the health effectiveness of an organisation
- Experience of effectively managing considerable resources and budgets, with a track record of delivering long term financial sustainability and outstanding value for money
Experience of undertaking sensitive negotiations and managing contracts to maximise the benefits and outcomes for an organisation

Abilities and Personal Qualities

- Ability to assess effectiveness and formulate strategies to achieve improvement in team relationship/dynamics and impact
- Ability to inspire confidence in and contribution of others in pursuance of a common purpose at all levels
- Ability to build and sustain effective relationships with a range of internal and external stakeholders, including with clinicians
- Ability to quickly understand an organisational context and, in this case, Wales and the Health Board
- Ability to communicate in Welsh and/or empathy with and commitment to learn and communicate in Welsh as part of core objectives
- Ability to effectively communicate in different settings using different tools/media
- Demonstrable drive and resilience
- Innovative and entrepreneurial with strong service focused approach, exceptional communication, interpersonal, negotiating and influencing skills.
- Ability to think and act strategically and to articulate a clear sense of direction and vision to a wide audience
- Demonstrable leadership and ambassadorial skills with an ability to demonstrate a flexible leadership style - consensual and participative but decisive when warranted
- Commitment and passion for citizen focused service with the ability to embed such an ethos at all levels of the organisation

Language

Welsh and English languages have equal status in Wales. This was conferred by the Welsh Language Act. The Act requires public bodies (whether they are based in or outside Wales) which deliver services in Wales to respect the right of people to access and use public services through the medium of Welsh. The Chief Executive will be expected to ensure the Health Board both meets the requirements of the Act and acts to strengthen Welsh language services in order to meet the care needs of Welsh speakers and their families or carers as set out within the Welsh Government’s strategic framework ‘More than just words...’