

# NHS Grampian Chief Executive Recruitment Pack



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## Message from our Chair

### Dear Candidate

Thank you for your interest in our Chief Executive position here in NHS Grampian.

As the Health Board's Chair, I am delighted to have the opportunity to lead the recruitment process for this critical senior system leader post.

The person appointed as Chief Executive will embrace an exciting and a challenging opportunity at a time when the need for reform of the health and care system has never been greater. They will be leading the third largest health system in Scotland, extending across city, town, remote and rural landscapes.

As the Board's strategic lead and accountable officer, our Chief Executive will oversee the delivery and evolution of our Plan for the Future. This will involve transforming how we improve the health of our population and continuing work to reduce health inequalities. There will be a focus on developing sustainable ways to deliver health and care for the citizens of Grampian and beyond, as we work with other Health Boards, Local Authorities, the Third Sector and Academic colleagues and other partners to move forward from the seismic impact of the Covid pandemic.

Our Chief Executive will prioritise working in partnership with staff representatives from across the organisation and will promote equality and diversity policies which enable everyone to bring their best selves to work.

We are looking for an exceptional individual to join and lead our executive team with drive, but also empathy, and who demonstrates outstanding and visionary system leadership ability.

Grampian is a beautiful place to live and work, offering an excellent quality of life. We are a progressive board leading an innovative organisation full of colleagues with a passion for doing the best for the local population. If you believe that you can meet the brief and would embrace our values, then we would be pleased to hear from you.



Yours sincerely

**Alison Evison**

Chair, NHS Grampian

## NHS Grampian

NHS services for the half-million people who live in Grampian are provided by NHS Grampian, and are overseen by one single NHS Board.

NHS Grampian is the third largest teaching health board in Scotland, with activity in Aberdeen centred on one of the largest teaching hospital campuses in Europe. We have very strong links with the University of Aberdeen and Robert Gordon University, and provide tertiary services to the people of Grampian and residents of neighbouring NHS boards. Acute services are provided from Aberdeen Royal Infirmary and from Dr Gray's Hospital in Elgin. Services in primary and community care are currently organised into three Health and Social Care Partnerships in Aberdeen City, Aberdeenshire and Moray.

Our current strategy, Plan for the Future, developed collaboratively with partners, colleagues and the public in 2021-22, sets out our commitment to balance the established health board role of responding to ill-health with that of promoting wellbeing in support of improved population health outcomes.

The strategy is focused on three over-arching themes: people, places and pathways. These guide our short, medium and long-term planning, which is constantly evolving in response to both improved understanding of enduring challenges such as demographic changes, health inequalities and budgetary pressures, plus opportunities presented by technology, cross-system working, and the desire for service reform. We are committed to putting people first, engaging with citizens and colleagues differently in order to involve them in the way services are delivered and accessed.



The Plan for the Future strategy.

You and your executive team will continue to transform how we improve the health of our population and how we deliver services in a sustainable way using Plan for the Future and the pillars of people, places and pathways as the backbone. Increasingly this will involve working ever more collaboratively with health boards across Scotland, whilst building on the excellent progress made through our three Integrated Joint Boards with the integration of Health and Social Care in the north east. This is a model others recognise as reflecting best practice, focusing on developing and delivering pathways of care that start and end at home.

Like all health and care organisations, the challenges we face are complex and significant. The opportunities to work differently that they present are exciting and offer potentially great benefit for our local population, and our colleagues, building on our track record of innovation and internationally recognised services. These include:

**Finding balance in support of value, sustainability and strategic change:** As we transform our services and seek to address very significant budgetary pressures, the board is committed to balancing the need for robust financial controls with clinical and staff governance, and the need to invest capacity and resources in prevention. This includes making the case for investment, and developing new strategic delivery partnerships to ensure that the need to achieve financial balance does not detract from the generational improvements we seek to make to population health.

**Working collaboratively with neighbouring North of Scotland health boards in the delivery of sustainable services:** The shared geography and characteristics of mainland and island boards means that joint working is essential for delivering health and care services equitably to our combined populations. Networked models of care offer opportunities to make best use of combined resources and reshape how our system assets are deployed. North of Scotland joint planning, and the development of an Artificial Intelligence Strategy are exciting examples of our shared intent in this regard.

**Developing and delivering on reform as a whole health and care system across the north east of Scotland:** As a board, we are committed to close and collaborative working with all partner organisations in our local system. The formation of the North East Population Health Alliance with Local Authorities and other public sector partners, including Public Health Scotland, offers a forum for the exploration of joint priorities linked to improved population health. Work is underway to establish whole system planning for health and care.

**Collaborating to deliver sustainable clinical services across Scotland in order to enhance access and reduce waiting times to treatment for the public:** The challenges of accessing clinical services, exacerbated by the pandemic, are well known. In a country the size of Scotland, cross-board working to ensure appropriate prioritisation according to need cannot be optional. Close working with other health boards, and the Centre for Sustainable Delivery, as well as the pursuit of Value Based Health and Care, are central to our approach.

**Delivering on the largest capital infrastructure projects in NHS Scotland and making the case for further investment to enhance services, and patient and staff experience:** At over £360m, the Anchor Centre and the Baird Family Hospital, due to open in 2025, are the biggest capital investment projects in NHS Scotland. They offer the opportunity to provide care in world class environments, redesign services and re-purpose our existing estate. This is an essential component of making the case for the prioritisation of further capital investment when it is available to continually modernize our facilities and working environments.

**Developing and nurturing a culture that reflects our organisational values and supports diversity, inclusion and putting people first: Health and Care is about people, and it is essential that we ensure our organisation is a welcoming place for all:** One where colleagues can thrive, and be safe and well through work, and where our communities feel we act as a partner in their health and wellbeing. Our work on Antiracism is regarded across Scotland as an exemplar, and offers a template for work that we are doing to promote the interests of those from other under-represented groups. Equipping colleagues to engage differently with our communities is a priority central to the delivery of our long term aims.

**Job Title: Chief Executive**

**Executive Band: Executive H (£137,195 - £182,808 per annum)**

**Location: Summerfield House, Eday Road, Aberdeen**

**Immediate Line Manager: Chair of the Board**

**Assessment Centre will be held on Thursday 22nd May and interviews on Wednesday 4th June 2025. Apply for this post by visiting: [apply.jobs.scot.nhs.uk](https://apply.jobs.scot.nhs.uk) and search for the Ref No: **MH208186**. Closing date: **27th April 2025**.**

## **Job Purpose**

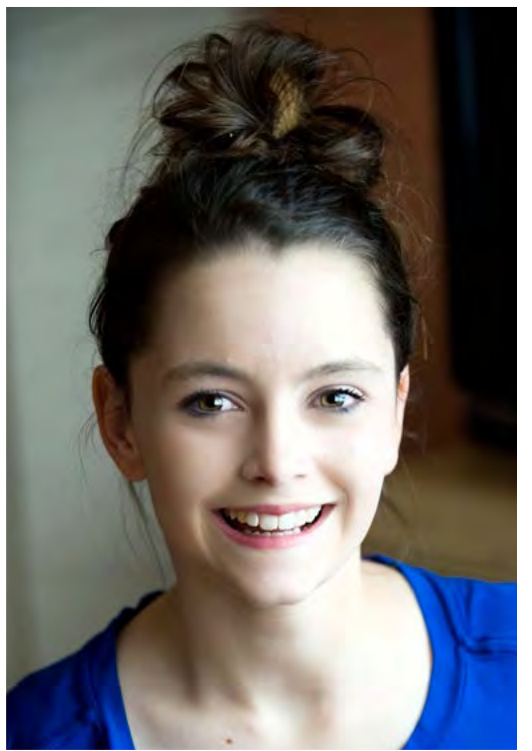
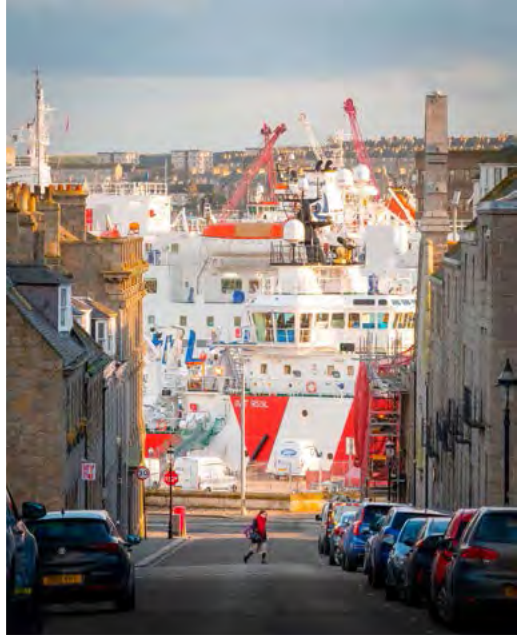
The Chief Executive is the Accountable Officer for NHS Grampian and the most critical leadership role in the organisation, working collaboratively with peers in partner organisations that make up the health and care system. The role is to develop the strategic vision, transformation plans and organisational direction for the NHS Grampian healthcare system through visible, clear, consistent and values based leadership and role modelling cross-system working. This includes developing NHS Grampian's role as an Anchor Organisation, contributing to environmental targets which support sustainability, and to the economic and social wellbeing of the local population.

With their senior team, the Chief Executive creates and continually develops the culture and a whole system leadership approach to enable successful organisational performance to deliver high quality healthcare, improve health and address inequalities for the people of Grampian. They lead the development of strategic change plans and ensure the effective delivery of change management in ways that find an appropriate balance between the need for effective financial, clinical and staff governance, and the prioritisation of prevention.

They create, develop and strengthen partnerships, particularly in relation to fully embedding integration across Grampian with our three IJB and three local authority partners. There is further emphasis on maintaining and continuing to develop excellent relationships with the University of Aberdeen, Robert Gordon University and North East Scotland College as key partners, together with other Further and Higher Education providers to ensure we continue to grow and develop the right skills for the future.

They will also be required to develop relationships with other health boards, notably those in the north of Scotland. This will involve breaking down barriers and blurring boundaries to establish networked models of care and other service models that enable equitable access to services for the combined population across these boards, and best practice to be shared at pace.

With the development of a regional and national profile, the Chief Executive will play a strong leadership role through regular involvement in and leadership of regional and national working groups, and working collaboratively with the Scottish Government to drive and shape strategies to support delivery of sustainable services across the North of Scotland and to influence national policy development for the NHS in Scotland.



## Dimensions

NHS Grampian serves a population of 585,700, with around 350,000 living in the towns and rural communities in Aberdeenshire and Moray. The board has a total revenue budget of c£1.5bn per annum and the five year capital plan is in the region of £150m. NHS Grampian employs 17,441 people (14,621 wte staff) across all disciplines. There are also 454 GPs and their teams working in Grampian across 68 practices.

NHS Grampian is the third largest teaching board in Scotland, with strong links with the University of Aberdeen and Robert Gordon University, as well as North East Scotland College. The board provides tertiary services to the people of Grampian and residents of neighbouring NHS boards. Acute services are provided principally from Aberdeen Royal Infirmary and Dr Gray's Hospital in Elgin.

Services in primary and community care are currently organised into three Health and Social Care Partnerships in Aberdeen City, Aberdeenshire and Moray. The Additional Cost of Teaching budget is £16.8 million and is allocated to directorates, departments and GP Practices which undertake undergraduate medical teaching, it and also contributes to central University costs. The NHS R&D support fund is around £5.2 Million.

## Role of the Organisation

NHS Grampian is committed to the continued delivery of safe, effective and person-centred care and to shaping services to be consistent with the aims set out in Plan for the Future and the forthcoming National Clinical Strategy. This requires a deeper level of engagement with staff and the public, and the development of a whole system approach with partner organisations to deliver a whole system operating model that delivers improvements in population health through stabilisation, resilience and transformation of treatment and care provision to the population of the North of Scotland, and sufficient investment in the prevention of ill health.

The core values of NHS Scotland are: care and compassion; dignity and respect; openness, honesty and responsibility; and quality and teamwork. Within NHS Grampian, these are translated locally as Caring, Listening, Improving.

Embedding these values in everything we do is an important part of making the vision set out in the eighth decade strategic intent that served as a back drop for Plan for the Future a reality:

- **Build a single system of public health across the north east of Scotland.**
- **Put the workforce centre stage.**
- **Reshape the relationship between NHS secondary care services, health and social care; partnerships and communities.**
- **Utilise NHS assets to make a step change on inequalities and population health.**
- **Embed and accelerate digital changes.**



## Key Result Areas

The following result areas will be reflected in the use of the NHS Scotland Leadership Success Profile within the selection process for this role.

### 1. Setting the tone and culture of the organisation. Outcomes:

- The ways of working in NHS Grampian are collaborative, integrated, respectful and supportive; and focus on putting people first.
- Performance management culture is embedded;
- The work environment is one where equality, diversity and inclusion are evident, and which encourages individuals to strive to reach their full potential; and
- A positive climate of partnership working with trade unions and professional organisations fostering excellent employee relations where staff feel safe to speak up.

### 2. Strategic leadership of the system, developing and delivering the vision in partnership, ensuring that there is ownership of the change strategies, and effective two-way communication. Outcomes:

- Colleagues and partner organisations understand and are motivated by our vision of improving wellbeing and well responding to ill health;
- Colleagues and citizens actively support and participate in shaping and delivering the vision through strategic change and putting people first;
- There is clear alignment of the strategic vision and the values of the organisation, and these are understood and experienced by colleagues, partners and citizens;
- Staff understand how their personal objectives are connected to the vision; and
- Clear evidence that change and redesign projects have actually delivered results.

### 3. Promoting and recognising the importance of people in delivering the vision. Outcomes:

- Demonstrates the value of people consistently in practice through role-modelling positive behaviours;
- All colleagues, including clinical and managerial staff, are motivated and encouraged to work in partnership and are valued for their contribution;
- Increasing organisational capability, capacity and sustainability through developing the workforce, and ensuring there are robust links to service strategy and planning.

**4. Providing clear strategic direction to leadership teams and across the organisation, ensuring focus on the delivery of the key result areas. Outcomes:**

- Health and social care is delivered seamlessly to the population of Grampian;
- New redesigned services have replaced other services within financial budgets;
- Improved health in population and access to quality services;
- Resources are allocated based on sound intelligence and informatics;
- Key strategic and performance targets are achieved, including achievement of access targets; improved Patient Safety, Health Improvement / Health Inequalities;
- The organisation is clear about how decisions are made and how conflict is managed; and
- An engaged and empowered workforce delivering against the organisation's key strategic themes and objectives.

**5. Taking a strategic perspective while being able to motivate, support and challenge staff. Outcomes:**

- System wide options are available as a result of sound scenario planning and strategic thinking that includes system partners;
- Managed risks are taken, drawing on cross-system support where possible, to achieve successful outcomes.
- Innovation and creativity, in particular with partners, are encouraged and rewarded; and
- Provides direct and constructive feedback to all executive team members, and partners, in support of improving organisation and cross-system performance.

**6. Key behavioural role model within the system. Outcomes:**

- Develops and sustains an effective organisational leadership team that is clear in its shared purpose, effective in engaging others with it.
- Consistently ensures that leaders in the organisation behave in alignment with the vision and culture.
- Remains calm and ensures behaviours of senior leaders are consistent with values even in difficult and demanding situations.
- Nurtures the contribution of other leaders, and ensures support and process for them to build their resilience.

**7. Actively promoting dialogue and involvement with the public, patients, press and politicians. Outcomes:**

- Communicates the vision powerfully and consistently, and engages diverse groups of colleagues, citizens and partner organisations in evolving it;
- Ownership of important decisions is built through engagement: involving others in the decision making process in keeping with the principles of putting people first;
- Networks are established with the community, public sector partners, third sector, private sector, politicians and press; and
- Proactive and supportive press coverage (as far as is reasonably practicable);
- Healthy and regular public engagement and dialogue with diverse communities, and value placed on public and patient representation, and;
- The value of volunteers and volunteering in the organisation is appropriately recognised.

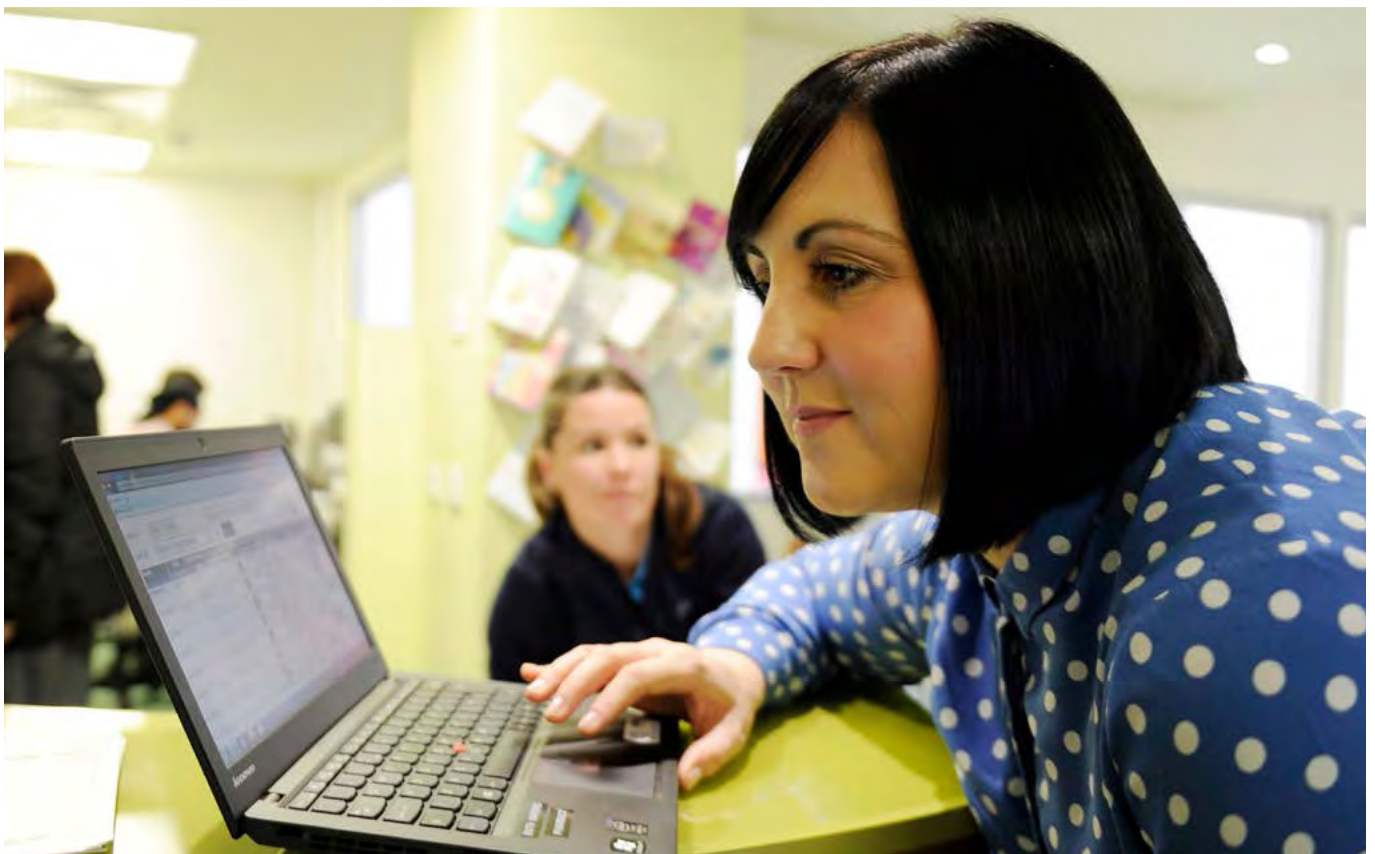
## 8. Strategic management of external relations.

Expected to devote time to developing and maintaining external relationships locally, regionally and nationally.

- **Regional - e.g North of Scotland Board Chief Executives Group; North East Strategic Group**
- **National - e.g. Scottish Government; NHS Scotland Board Chief Executives Group**
- **Partners - e.g. Local Authorities, Universities & Colleges, Police, Third Sector and local economy leaders in order to influence the wider agenda.**
- **Local Resilience Partnership. Outcomes:**
  - **Seeks out and creates strong alliances;**
  - **Creates strong strategies for influencing;**
  - **Integrated local plans are aligned with Regional / National plans; and**
  - **Population Health is improved**
  - **Ability to respond and recover in a major incident situation.**

## 9. Horizon scanning for trends and anticipating those policy issues that will impact upon the strategic direction of the system. Outcomes:

- **NHS Grampian is appropriately involved at National level in the development of Health and Social policy;**
- **Partner organisations actively seek involvement of Health in their strategic deliberations;**
- **Fuller understanding of impact of policy landscape to inform better quality strategic choices; and**
- **Trends, obstacles and opportunities are identified which could impact on the local system.**
- **Responds timeously and appropriately to unprecedented situations.**



## Assignment and Review of Work

The reform agenda for the NHS in Scotland means that there is substantial scope for strategic and innovative thinking and action within the overall strategic direction developed by the Board in response to the strategic policy context set by Scottish Government. This offers the post holder the opportunity to be at the forefront of change within the wider health and social care system, which needs to be more significant than any since the NHS' inception in order for it to be sustainable and meet the changing needs of our population.

Whilst the Scottish Government sets the general strategic direction, the identified key targets and performance indicators for NHS Scotland, there is also an unique and exciting agenda in Grampian which requires innovative leadership, clear strategies and robust decision making, all of which are in the context of national and local clinical, financial and capital planning circumstances. This involves ensuring we put people first whilst improving performance and responding to the financial challenges being faced, and will require embracing innovation and establishing new relationships with our communities.

In doing the above, the Chief Executive operates within the framework of standing financial instructions, reporting to the Board Chair. The Chief Executive has two formal lines of accountability: 1) to the Chair and the NHS Grampian Board and 2) to the Scottish Parliament through the NHS Scotland Chief Executive for ensuring effective stewardship of the public money and assets allocated to NHS Grampian. The CEO is responsible for all funds entrusted to NHS Grampian to ensure that the Board's resources are allocated and managed to achieve best value and optimum impact on the health and wellbeing of the local population, whilst meeting the governance requirements of public accountability.

The CEO is accountable for the delivery of nationally set targets and goals and has considerable freedom to establish local systems and processes through which those targets are delivered. Review of performance will be through the agreement of objectives and individual performance appraisal by the Chair of the Board, reviewed by the Remuneration Committee. Formal appraisal is undertaken on an annual cycle.

## Communications and Working Relationships

The Chief Executive will lead an Anchor Organisation that is the largest employer in north east Scotland and which has a significant influence on the health, social and economic wellbeing of the community, and a reliance on the local population. On this basis, providing highly visible leadership within and outwith NHS Grampian, the post-holder will engage and collaborate with a wide range of senior clinical and non-clinical colleagues in NHS Grampian, the wider NHS in Scotland and beyond, and with senior officials of external partner organisations in the north east of Scotland and nationally.

Excellent communication and interpersonal 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. Excluding the post-holder's immediate manager and his / her subordinates within NHS Grampian, the following are key working relationships with examples of the purposes of these contacts.

- With non-executive directors of NHS Grampian and in particular the members of the board's governance committees to ensure the provision of information and support to enable them to effectively fulfil their roles as non-executives.
- With other members of the System Leadership Team, senior managers and senior clinical staff within NHS Grampian to delivery of the board's objectives within a framework of governance.
- With executive directors of neighbouring NHS systems to ensure NHS Grampian representation in regional planning of services.
- With the DG Health / Chief Executive for NHS Scotland and other members of the management board and senior staff of the Scottish Government Health and Social Care Directorate to ensure high level input to national working groups, initiatives etc. and that NHS Grampian is represented in and influences discussions relating to service strategy.
- With representatives of local government, voluntary and independent sector agencies and private sector organisations to ensure NHS Grampian representation in discussions in relation to improving public health and clinical issues arising from a joint service provision.
- With MPs / MSPs / public pressure groups / patient representatives etc in order to impart information about or respond to questions or concerns about clinical issues within NHS Grampian and to support patient / public engagement.
- With the media in order to respond to media questions about matters pertaining to services in NHS Grampian.
- With national and local representatives of staff side / partnership / professional organisations.

### Most Challenging Part of the Job

The Chief Executive must ensure that there is a balanced approach across the key strategic themes of Plan for the Future: People, Places and Pathways, that support the vision of improving wellness through prevention and self-management whilst responding to ill health through effective planned and unscheduled care provision. This must be done whilst ensuring that all key strands of corporate governance are delivered.

A key challenge is to do this in a way that engages partner organisations, the population and colleagues as part of a collaborative whole system approach which delivers significant change. This whole system approach is fundamental to the success of health and social care integration and requires the development of high quality relationships with key partners.

A range of immediate and short term issues need to be managed such as the delivery of access targets and improved financial balance, and there is a significant leadership challenge in ensuring that actions to meet specific targets and objectives required of the organisation remain consistent with the agreed long term direction for the Board and specific services.

## Qualifications and Training

- Educated to Graduate and Postgraduate level or equivalent. (essential)
- Management qualification. (desirable)
- Evidence of continuous professional development. (essential)

## Leadership

- Significant and demonstrable leadership at a senior strategic decision level. (essential)
- Evidence-based track record of leading and delivering transformational change in a complex healthcare system or similar. (essential)
- A resilient and inspirational leader with integrity at their core, able to create a clear sense of purpose and to be inclusive of other stakeholders. (essential)
- Ability to communicate an inspiring vision and to empower staff. (essential)

## Policy, Strategy, Performance

- Experience of influencing policy at a regional and / or national level. (desirable)
- The ability to 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 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)

## Building Culture

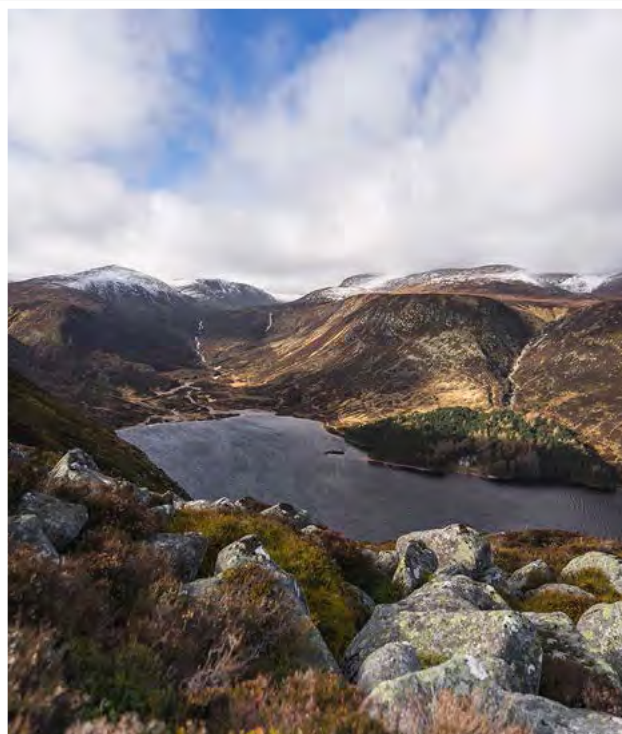
- Demonstrates ethic, values and personal qualities consistent with the vision, culture and values of NHS Scotland and NHS Grampian. (essential)
- Evidence of leading and inspiring system change and integrated working in an inclusive way where organisational values are integral to care delivery and service improvement. (essential)



## Grampian - The Place

NHS Grampian is the largest Health Board in the North of Scotland responsible for the provision of specialist tertiary services to a population of over 1.2 million, in addition to providing a comprehensive range of primary community services across the three local authority areas of Aberdeen City, Aberdeenshire and Moray. We are fortunate to benefit from excellent relationships with the three local Health and Social Care Partnerships, our key statutory partners and the commercial and third sectors which support a positive approach to the co-ordination of our strategic plans and priorities for the area.

Our nationally recognised Wish You Worked Here marketing campaign, aimed at attracting talented people to join us, highlights that Grampian is a place to build a life and not just a living. This is possible because of our unique geography, commitment to innovation and welcoming culture. In addition to the variety of career development opportunities available, it is an ideal place to raise a family and offers a wealth of options for those who enjoy outdoor activities.



## Our Context and Ambition

In delivering our Plan for the Future we have an ambition to reshape services in Grampian and the North of Scotland. This ambition is based on a track record of innovation and supporting change. You can find out more at our Innovation Hub. However, recent examples include:

- NHS Grampian launched the first minimally invasive surgery service in Scotland and are at the fore front of developing services in the North of Scotland as the regional centre.
- NHS Grampian was the first Board to have a major trauma service as part of the development of a network of centres across Scotland.
- NHS Grampian was awarded this year the designation as the national ECMO centre for Scotland, having provided the service as part of a UK network of specialist centres across the UK.
- Our CAHMS service has been redesigned to enable the use of digital technology at scale which has supported continuity of service access through the recent COVID response. In overall terms we also operate the highest number of digital consultations of any Board in Scotland using the Near Me technology.



**NHS Grampian ECMO Team.**



**NHS Grampian CAHMS service.**

The Foresterhill Campus in Aberdeen is one of the largest health campuses in Europe which we share with the University of Aberdeen. Over the next year we will continue our investment in the campus with the addition of:

- A world class combined family and maternity hospital - BAIRD Family Hospital.
- A modern and high specification cancer building - ANCHOR Centre.
- A new mortuary delivered in partnership with Aberdeen City Council.



**The BAIRD Family Hospital.**



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