



# Chief Executive

Recruitment Pack



# Invitation from the Chair of NHS Fife



**Thank you for your interest in the role of Chief Executive of NHS Fife. Following the forthcoming retirement of our current Chief Executive, we are seeking an exceptional leader to guide our organisation through the next phase of its development.**

This is a pivotal moment for NHS Fife, and we are looking for a Chief Executive who brings not only deep experience of leading complex organisations, but also a strong personal commitment to compassionate, values-driven leadership.

NHS Fife serves a diverse and growing population, with a workforce of highly skilled and dedicated colleagues who demonstrate remarkable professionalism, teamwork and resilience every day. As Scotland's newest University Health Board, we are deepening our strategic partnership with the University of St Andrews, including the launch of the new medical degree and a growing programme of joint research, innovation, and education. This strengthening relationship places NHS Fife at the forefront of developing the future healthcare workforce and shaping new models of academic and clinical collaboration.

We are also entering a new phase of regional working as NHS Fife becomes part of the emerging East of Scotland Sub-National Planning Group. The next Chief Executive will play a critical role in advancing cross-Board collaboration, ensuring we maximise the benefits of shared planning, collective resilience, and coordinated service transformation across the region.

We are seeking a leader who brings clarity of purpose, strategic insight, and the ability to inspire confidence across the organisation and with our many partners. You will guide NHS Fife through ongoing transformation, support the delivery of safe and sustainable services, and embed the culture of respect, inclusion and collaboration that underpins everything we do.

With refreshed performance and leadership frameworks to strengthen accountability and culture, supporting our ambition to be a high-performing organisation, your ability to build relationships, engage meaningfully with staff and communities, and lead with authenticity will be essential.

This role offers the opportunity to make a significant and lasting impact on the health and wellbeing of the people of Fife and with a supportive and highly motivated Board with excellent working relationships between non execs and execs, NHS Fife is fully focused on delivering now and into the future.

If you are a motivated, forward-looking and values-led leader with a track record of delivering improvement in complex systems, I warmly encourage you to consider applying.

We look forward to hearing from candidates who share our ambition, our values, and our commitment to exceptional care.

**Pat Kilpatrick**

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# A message from our current Chief Executive



As I prepare to retire from my role as Chief Executive of NHS Fife, I do so with immense pride in our organisation, our people, and the progress we have made together. Leading NHS Fife has been a profound privilege, and I am delighted that we are now inviting applications for the next Chief Executive to guide this organisation into its next chapter.

NHS Fife is an ambitious, values-led Health Board serving a diverse and growing population. We are proud of our strong clinical leadership, our committed and talented workforce, and our deep partnerships across health, social care, with our local authority Fife Council, Fife College, and the University of St Andrews. As Scotland's newest University Health Board, we have a unique opportunity to strengthen our role in research, education and innovation, ensuring that our services not only meet the needs of today, but shape the future of healthcare across the region.

The Chief Executive will lead a dedicated, compassionate and highly skilled team through a period of significant change and opportunity. You will be responsible for delivering safe, high-quality and sustainable services, strengthening organisational culture, and driving transformation and learning that supports better outcomes for the people of Fife. You will work closely with a committed Board, an empowered senior leadership team, and partners who share our determination to improve health and wellbeing and reduce inequalities.

This role calls for a leader with vision, integrity and resilience, someone who can inspire others, make difficult decisions with compassion and clarity, and cultivate the collaborative, respectful culture that NHS Fife is known for. In return, you will join an organisation with strong foundations, a clear strategic direction, and staff whose commitment to exceptional care is at the heart of everything we do.

I warmly encourage prospective candidates to learn more about NHS Fife and the impact you can make here. I am also very happy to offer an informal conversation to anyone considering applying for the role. Please contact Valerie Muir ([valerie.muir@nhs.scot](mailto:valerie.muir@nhs.scot)) to arrange a suitable time.

NHS Fife is an extraordinary place to lead. I hope you will consider joining Team NHS Fife.

**Carol Potter**



## Job description

<b>Job Title:</b>	Chief Executive
<b>Responsible to:</b>	Board Chair, accountable to the Cabinet Secretary for Health and Social Care through the NHS Scotland Chief Executive
<b>Directorate:</b>	Corporate Services
<b>Grade:</b>	H
<b>Hours:</b>	37.5 hrs per week
<b>Base:</b>	Queen Margaret Hospital, Dunfermline
<b>Contract Type:</b>	Permanent
<b>Job Description Revised:</b>	November 2025

# Job purpose

**The Chief Executive serves as the Accountable Officer for NHS Fife, representing the most critical leadership role for health and healthcare services across Fife.**

The Chief Executive is accountable to the Parliament through the Chief Executive of NHS Scotland, responsible for ensuring appropriate stewardship of the public funds and assets allocated to NHS Fife.

NHS Fife's Chief Executive is accountable for the protection and improvement of the population's health and for the delivery of frontline healthcare services – those provided by primary care contractors, directly by NHS Fife itself, by other Health Boards and partner agencies on its behalf.

The role of Chief Executive creates, develops and enhances strategic partnerships. Strengthening and fully embedding integration across the Fife system with our Integration Joint Board and Local Authority partners and working with our Community Planning Partnership.

The Chief Executive develops the strategic vision and leads transformation for the NHS Fife healthcare system providing strong, effective, visible and values-based leadership.

The Chief Executive, with the Executive Leadership Team, creates and continually develops the organisational culture and conditions to enable organisational performance to thrive and therefore improve the health of our population, and deliver high quality health services and healthcare improvements.

The Chief Executive operates at local, regional, and national levels, providing strategic leadership to the Board.

They play a crucial role in developing and guiding the East of Scotland Sub-National planning strategies, while also shaping and influencing national strategy and policy for the NHS in Scotland.

The Chief Executive will play an active role in advancing NHS Scotland's sub-national planning approach, working collaboratively with other Boards to develop and deliver joint plans that improve equity of access, clinical sustainability, and financial resilience. They will ensure their organisation contributes effectively to Scotland East planning structures, aligning resources and expertise to achieve agreed priorities and outcomes, while maintaining statutory accountabilities and supporting national ambitions for high-quality, safe, and effective care.

The partnership between NHS Fife and the University of St Andrews formalised in March 2024 and marks a major milestone for healthcare, education, and research in Fife. Under this agreement, students accepted to study medicine at St Andrews will now be able to complete their full five-year medical training wholly within Fife, including clinical placements with NHS Fife. This local training pathway ensures that future doctors are educated within the communities they will serve, strengthening links between academic training and frontline clinical care, while improving retention of medical talent in the region.

In recognition of this close collaboration, in July 2025 NHS Fife was officially granted University Health Board status, the first Scottish Health Board in more than 50 years to receive such a designation.

The strengthened partnership between NHS Fife and the University of St Andrews partnership will allow the Board to grow its clinical, academic and innovation footprint, to attract and retain talent through high-quality training and career development and deliver improved patient outcomes through research-driven care. This creates a platform for long-term sustainable growth, improved health equity across Fife, and a reputation for excellence.

To lead strategic communication and engagement with colleagues and communities across the NHS Fife Board area based on a clear vision and set of priorities.

As the Accountable Officer, manage the resources available to the Board, integrating these with other available resources in the local community, and deploying them in order to achieve the maximum improvement in the health of the population.



# Key responsibilities

**Lead and contribute to sub-national planning:** Work collaboratively with other NHS Boards to shape and deliver joint plans that enhance equity of access, clinical sustainability, and financial resilience across the region.

**Align organisational resources:** Ensure NHS Fife’s resources, expertise, and capabilities are effectively deployed to support agreed regional priorities while maintaining statutory accountabilities.

**Promote integration and collaboration:** Foster strong partnerships within Scotland East to achieve shared outcomes and deliver high-quality, safe, and effective care.

**Support national ambitions:** Champion initiatives that align with NHS Scotland’s strategic direction, ensuring local delivery contributes to wider system goals.

# Dimensions

NHS Fife has a budget of around £1.1bn and serves a population of 374,760 with the main areas of population as follows.

**North and East Fife** is predominately a rural community encompassing large farmlands, fishing villages and with the University town of St Andrew, with a population of around 75,000.

**Central Fife** incorporates Kirkcaldy and Glenrothes together with largely urban manufacturing industries based on a mixture of former heavy industries and textiles with a population of around 150,000.

**West Fife** incorporates Dunfermline and has a wide mixture of population from old industries (mining) and new high technology services together with a large Edinburgh commuter base, with a population of around 130,000.





## Population\*

374,760

Fife represents  
nearly 7% of the total  
population of Scotland

## Region

East Coast, Scotland  
1,235 sq. km

## Average property prices\*

Flat £133,000  
Terraced £169,438  
Semi-detached ££234,865  
Detached £336,337

\*Correct: National Records of Scotland  
as at 30 June 2024

\*Correct: Dec 2025. Source: home.co.uk



## Largest towns

Kirkcaldy,  
Dunfermline  
and Glenrothes

## Local authority

Fife Council – the  
third largest local  
authority area  
in Scotland

## Schools in Fife

123 primary schools  
18 secondary schools

# Role of the Health Board

The NHS Fife Board has three main roles:

- › **Strategic Direction**
- › **Resource Allocation**
- › **Performance Management**

This involves the assessment of health and healthcare needs; initiating and maintaining effective measures for health protection, health promotion and health improvement; ensuring appropriate development of health service provision; and allocating and evaluating the utilisation of resources. The principal vehicle through which these objectives are driven is the Annual Delivery Plan (or equivalent), which is agreed with Scottish Government. The Chief Executive leads delivery of that Annual Delivery Plan.

The Chief Executive leads the Board's work in partnership with a diverse range of public, private and voluntary bodies to influence, and/or take a leadership role in the development of community initiatives which will impact on health in the widest sense.

## Key result areas

### Strategic direction and leadership

- Strategic leadership of the system, developing and delivering the Board's vision in partnership, ensuring transformation and innovation is owned across the system and delivers sustainable high-quality health services.
- To provide clear strategic direction and strong, effective, visible and values-based leadership to the leadership team and staff of NHS Fife, and to the wider health community, to deliver the NHS Board's vision of improving health for all through an integrated, high quality patient and client focused health service and to promote a culture of partnership and inclusion within the local health system.

- To create and strategically manage external relationships with partners (e.g. IJB, Local Authorities, Universities, Police Scotland and other emergency services, other health, social and voluntary agencies and local enterprise), to draw on their experiences and perspectives in creating local health and community strategies, policies and actions which will deliver long-term health improvements.
- As an ambassador for health services in Fife, to ensure effective communication with and involvement of the general public, partner organisations, national and local politicians, and the media to develop an understanding of and shared commitment to the aims of the NHS Board and to demonstrate an accessible and visible presence to foster public confidence in the Board's leadership role in improving the health of the population.
- To develop NHS Fife as an exemplar employer and establish highly effective recognition and 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 NHS Fife.
- To ensure the development and implementation of the workforce strategy needed for safe, effective, economic and efficient provision of service, as part of the development of a sustainable workforce
- To play a pivotal role in ensuring effective arrangements are in place to develop integrated clinical education programmes between the Universities and NHS Fife and promote education and research to further advance health services in Fife.
- As part of the East of Scotland region, to promote the development of regional planning in relation to specialist healthcare services.
- To influence and shape the future provision of health services in Scotland through horizon scanning for trends, participation in national strategic committees and anticipating issues that will impact on the health system, including the assessment of issues, risks and opportunities.
- Alongside the Chief Executive, Fife Council and Commander, Police Scotland (Fife) – via the Chief Officers Public Safety Group - oversee all activity across Fife in relation to Child and Adult Protection, the management of sex offenders and dangerous offenders under the MAPPA arrangements and the protection of those at risk as a result of the impact of domestic abuse.

## Resource allocation

- As the Accountable officer responsible for the funds entrusted to the Health Board, to ensure that the Board's resources are allocated and managed to achieve best value and optimum impact on the health of the population of Fife, and meet the governance requirements of public accountability, ensuring that statutory financial duties and obligations 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 and health protection.

## Performance management

- To direct the development of the Annual Delivery Plan within the timescales required, and in line with national priorities and available resources to set down local priorities and action plans for health and to provide a framework against which progress can be reviewed.
- To oversee performance delivery and assessment within NHS Fife to ensure that the performance of the local health system against the agreed measures, standards and indicators is appropriately monitored and managed, ensuring key service delivery and quality standards are met.
- To effectively manage the corporate business of NHS Fife and that high standards of corporate, clinical, financial and staff governance are maintained throughout NHS Fife.
- Demonstrating and exemplifying positive behaviours and attitudes as a key role model to others across the system and nurture a culture in keeping within the NHS Scotland values.
- To ensure arrangements are in place through the Acute Division and Fife Health and Social Care Partnership for the efficient and effective management of healthcare operations across NHS Fife.

# Assignment and review of work

**Whilst Scottish Government sets the strategic direction and key performance targets and measures, this post has the highest level of autonomy. Clear strategies, plans and outcomes, delivered through innovation and strong decision-making in a context that is uniquely Fife's is required.**

The Chief Executive operates within the framework of standing financial instructions, is accountable to the NHS Fife Chair and the Director General Health and Social Care and Chief Executive for NHS Scotland. The Chief Executive is responsible for all funds entrusted to NHS Fife 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.

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.

With substantial scope for innovation and local interpretation to implement central guidance, and ultimately the achievement of health improvements and delivery of health services, comes primarily from the post holder who is responsible for ensuring the provision of appropriate information, analysis of the advice to the Board and for executing decisions on behalf of the Board.

Review of performance in the post is conducted at two levels. Firstly, through the Ministerial Accountability Review process which reviews, in public, the health system's performance. Secondly by individual performance appraisal undertaken by the NHS Board Chair and reported to the Remuneration Committee and thereafter to the NHS Scotland Performance process. Formal appraisal is undertaken on an annual cycle, but more frequent, ongoing, informal reviews of current developments and progress on major issues will be undertaken with the NHS Board Chair.

# Most challenging parts of the job

**Lead and manage the delivery of the NHS Board's vision of a high quality, seamless, modern people focused service with the emphasis on reducing health inequalities.**

Ensure that there is a balanced approach across the key strategic objectives. Adopting an approach that engages partner organisations, the population and the staff as part of a collaborative whole system response that enables 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.

Identifying new and innovative ways of tackling complex health issues involving a wide range of stakeholders whose involvement and commitment, must largely be achieved through persuasion, facilitation and local negotiation.

Managing immediate / short-term issues, ensuring actions achieve specific targets yet remain consistent with the agreed long-term direction for the Board and specific services.

The post-holder must also take the lead in dealing with the continuing challenge of matching available resources to competing NHS priorities and demands, ensuring that key financial and service delivery targets continue to be met.



# Communications and working relationships

The post holder will work with a wide range of senior clinical and non-clinical staff in NHS Fife and Fife Council; the wider NHS in Scotland and beyond; with senior officials of external organisations, elective representatives (Councillors, MSPs, MPs), and with other external bodies.

Excellent strategic and personal communication and engagement 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 Chair (the postholder's immediate line manager) and direct reports, the following are key working relationships for the post holder:

With Non-Executive Directors of NHS Fife to ensure the provision of information and support to enable them to effectively fulfil their roles.

With the NHS Scotland Chief Executive and other members of the NHSS Management Board and senior team at Scottish Government to ensure high level input to national working groups, initiatives etc. and that NHS Fife is represented in discussions relating to service strategy.

The Cabinet Secretary for Health and Social Care has announced a new sub-national planning approach for NHS Scotland.

This presents a significant opportunity for Boards to work together for the people of Scotland, to adapt to the challenges we collectively face, improve equity of access of services and build the foundations for the long-term sustainability of NHS Scotland.

The aim of the new approach is to make best use of the capacity that there is in our system and ensure there are no barriers to Boards working collaboratively to deliver high-quality, safe, and effective care to patients and communities across Scotland.

Whilst boards' geographic boundaries and current accountabilities will remain, Boards will now put in place two sub-national planning structures, one focused on the East of Scotland and one in the West of Scotland, building on the good joint working already in place.

All territorial NHS Boards will actively participate in new planning approach to deliver key priorities on digital care, on business systems, on emergency healthcare services and on orthopaedic elective services.

There will also be a vital role for our special health bodies in engaging and supporting this new planning approach.

The implementation of these new arrangements will be taken forward in partnership with staff side representatives.

Full details on the new planning and delivery arrangements are set out in the attached Director's Letter <https://www.publications.scot.nhs.uk/files/dl-2025-25.pdf>.



With Executive Directors, including the Executive teams of East of Scotland NHS Boards to ensure NHS Fife representation in the sub national planning of services

With leaders of Local Government, voluntary sector agencies, private sector organisations and other emergency organisations such as the police and fire services to influence agendas 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 national and local representatives of staff side organisations and Partnership Fora, including the Employee Director as Co-Chair of the Area Partnership Forum.

With MPs/MSPs/local health council chairs/ public pressure groups/patient representatives etc. to impart information about or respond to questions or concerns and to support patient/ public engagement.

With the individual patients, patient representatives and the Scottish Health Council.

With patients, the public, and the workforce of NHS Fife.

With the media.

# Physical, mental, emotional and environmental demands of the job

**Physical:** The post is office based with the requirement to travel; regular periods spent using a computer requiring standard keyboard skills. A combination of sitting, standing and walking. The nature of the work can be demanding at times in that the post holder will often conduct work out with office and normal working hours due to obligations with local and national committees or in order to meet deadlines on several competing priorities at the same time.

**Mental:** The post holder will be required to concentrate for long periods of time e.g. Board and other meetings (where there may be discussion of contentious issues) accurately interpreting prescribing data, writing reports, developing and implementing policy documents and working under pressure and to tight deadlines. The workload is frequently subject to interruptions and the need to respond to changing and sometimes conflicting priorities, often at very short notice. Requests for formal and informal advice are frequent and may be complex.

**Emotional:** Occasional exposure to distressing circumstances because of corporate risk management procedures, service redesign and decisions that will impact upon patient care. Deal with situations of an emotional, sensitive or challenging nature such as representing the organisation at public meetings. Deliver information and ideas to a potentially hostile audience, addressing resistance to change, or managing sensitive or challenging information. Manage very sensitive and emotional information with staff and colleagues.

**Environmental:** The nature of the work is such that the post holder will conduct much of their work out with the work base. As such they are required to travel frequently between locations. Meetings are often held outside normal working hours.

# Knowledge, training and experience required to do the job

## Qualifications

A first degree or equivalent qualification and a second degree or equivalent qualification in a business, health or social services related discipline.

## Experience

Candidates must have sound and proven management skills with considerable practical experience, with considerable relevant management experience at Board level in a complex multi-disciplinary public or private sector organisation. Previous health service experience is regarded as essential.

## Knowledge

Corporate and Clinical governance systems, including quality and risk management and improvement science. Transformational change management processes, collaboration and a strong understanding

## Skills

In order to be successful as a Chief Executive in NHS Scotland the post-holder will require to demonstrate or be working towards the skills & behaviours described in the NHS Scotland leadership success profile which has been attached with this job pack.

## Developing purpose and vision

1. Collaborates with system partners to develop a holistic strategy that aligns long-terms goals around a shared ambition for population, social and economic health.
2. Provides a compelling view of the future that people can connect with at a personal level, and which gives them a sense of purpose and identity.
3. Visible, in touch and connected with the communities they serve, displaying genuine insight into the challenges citizens and staff face in their daily lives.
4. Keeps abreast with global advances, draws ideas from other sectors and uses their insights to ensure strategies remain progressive and engaging.
5. Works with other senior leaders to shape a forward-looking national strategy which is connected to the evolving needs of communities across Scotland.

## Building capability

6. Appoints and grows talented leaders throughout their management structure, building on people's strengths and nurturing their potential.
7. Develops a self-sufficient, diverse, and cohesive executive team who display the confidence to make decisions and take collective accountability.
8. Proactively addresses performance issues and resolves unhelpful behavior, providing honest and candid feedback without hesitating.
9. Expresses appreciation, provides regular feedback, and finds genuine and impactful ways to acknowledge and recognise achievements.
10. Empowers and develops people within the wider system (e.g. CEOs, partners, Civil Servants) supporting them to become involved, be heard and gain prominence.

## Harnessing commitment

11. Works with their executive team to develop an integrated plan which aligns directorate strategies and ensures a coherent approach to delivery.
12. Focuses the organisation on the need to balance short-term performance pressures alongside the long-term development of the local system.
13. Oversees the formation of a clear roadmap which connects the day-to-day work of individuals across the Health Board to an overarching vision.
14. Balances delegation, trust, and support with a clear focus on performance and results, ensuring their team follow through on commitments and responsibilities.
15. Creates congruence and synergy between local strategies and national policy, ensuring people understand the need for them to receive a shared focus

## Releasing creativity and innovation

16. Encourages people to think about things differently, giving them permission to challenge established ways of working and the confidence to share novel ideas.
17. Acts as a conduit, sharing learning, insights, and developments between system partners and amongst CEOs and civil servants at a national level.
18. Focuses others on implementing improvements that are scalable, provide long-term value, and are aligned with other strategic interventions and policies.
19. Works with their executive team to build a culture where the improvement of services is shaped by communities and the frontline teams who serve them.
20. Invites challenge, questioning, and constructive conflict to minimise the risk of groupthink and enhance the quality of decision making.

## Modelling self-leadership

21. Embraces learning opportunities, demonstrating a commitment to their professional development and ability to flex and adapt as they learn and grow.
22. Able to re-set following disappointments or criticism; reflecting upon, making sense of, and overcoming negative experiences.
23. Observant and thoughtful of the emotions of others, quick to notice non-verbal signs, read the room, and adapt their behaviour to the needs of the situation.
24. Remains focused and centered on the task at hand, staying calm and attentive with those around them despite competing priorities and interruptions.
25. Aware of their own physical and emotional needs, knowing when and how to recharge, and taking responsibility for managing their health and wellbeing.

## Fostering inclusion and psychological safety

26. Actively encourages Board members to shape a culture that values empathy and support as much as candor and a willingness to challenge.
27. Builds trust and creates psychological safety through expressing personal vulnerability, sharing their shortcomings, and demonstrating forgiveness.
28. Champions and models the benefits of inclusion and diversity for all aspects of team, organisational and system effectiveness.
29. Brave and uncompromising in tackling discrimination, bullying or prejudice, whether within their own Health Board, local system or at a national level.
30. Genuine, able to connect with people at a personal level, and interested in the lives and aspirations that extend beyond their day-to-day work.

## Whole system awareness

31. Looks beyond health and social care, considering the organisation's wider contribution to local economies, employment, education, housing, and the environment.
32. Keeps an open mind and draws upon the views and experiences of different stakeholders when looking to understand the factors shaping the system.
33. Encourages system partners to focus on the future needs of the population, before becoming pre-occupied with organisational form and structure.
34. Demonstrates awareness of the multiple factors contributing to inequality and inequity, and of their long-term impact on the lives of individuals and families.
35. Adopts a broad and systemic view when making decisions, considering the wider impact of their actions and potential consequences for different stakeholders.

## Forging trust and collaboration

- 36. Fosters goodwill and overcomes historical distrust by finding time for people, listening to views and concerns, and establishing areas of common ground.
- 37. Honorable, trustworthy, and consistent in their dealings with people, looking to exert influence through honest conversation rather than lobbying or manipulation.
- 38. Highly inclusive, bringing diverse groups of stakeholders together including those reluctant to engage or whose influence may have been marginalised.
- 39. Committed to the long-term and collective benefits of collaboration; willing to make sacrifices in their own organisation for the benefit of the wider system.
- 40. Balanced, assertive, and fair, ensuring the needs of all parties are held in equal regard, and that contributions, benefits and risks are shared.

## Enabling population outcomes

- 41. Ensures the right people are leading change within the system, that they represent different partners, and embody the skills and values to work collaboratively.
- 42. Collaborates with system partners to embed a culture of empowerment, where teams take action and hold each other to account in decentralised manner.
- 43. Focuses senior leaders across the system in adopting a collective approach to free up resources, share information, and ensure expertise flows to where it is needed.
- 44. Outcome and results focused, ensuring sufficient planning and co-ordination is in place to enable system partnerships to operate efficiently and productively.
- 45. Proactive in addressing the barriers to progress within the system, working alongside partners to act jointly and decisively in resolving issues.

# Person specification

	Essential	Desirable	Measure
<b>Experience</b>	<p>Candidates must have sound and proven management skills with considerable practical experience, with considerable relevant management experience at Board level in a complex multi-disciplinary public or private sector organisation.</p> <hr/> <p>Previous health service experience.</p>		Application Form and Interview
<b>Qualifications / Training</b>	<p>A graduate or equivalent qualification, and a second degree or equivalent qualification in a business, health or social services related discipline; or equivalent levels of professional and technical knowledge through extensive experience</p> <hr/> <p>Evidence of continuing professional development.</p>		Application Form
<b>Leadership</b>	<p>Significant and demonstrable leadership experience at a senior strategic decision level.</p> <hr/> <p>Evidence-based track record of leading and delivering transformational change in a large complex healthcare system or similar, at Board level.</p> <hr/> <p>A resilient and inspirational leader with integrity at their core, able to create a clear sense of purpose and be inclusive of other stakeholders.</p>		Application Form and Interview

	Essential	Desirable	Measure
<b>Leadership</b>	Ability to communicate an inspiring vision and to empower staff.		Application Form and Interview
<b>Policy, Strategy and Performance</b>	The ability to create and drive a sustainable organisation vision and strategy putting service users at the centre.	Experience of influencing policy at a regional and national level.	Application Form and Interview
	Understanding and experience of working within a political and national policy context and the ability to manage delivery, governance and assurance in that context.		
	Experience of working effectively with Government officials, Board members and frontline staff, with an ability to operationalise strategy for staff, patients and other stakeholders.		
	Evidence of improving organisational performance through implementing a systematic approach to delivery and transformation based on collaboration and co-production with key partners.		

	Essential	Desirable	Measure
<b>Building Culture</b>	Demonstrates ethics, values and personal qualities consistent with the vision, culture and values of NHS Scotland.		
	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.		
	Ability to challenge existing systems practices and processes to ensure and facilitate continuous improvement.		
<b>Organisational Management</b>	Candidates must have sound and proven management skills with considerable practical experience, with considerable relevant management experience at Board level in a complex multi-disciplinary public or private sector organisation.		
	Previous health service experience		
	Collaborative, negotiating and facilitation skills.		
	Excellent communication and presentation skills.		
	An open, supportive and visible management style.		
	An ability to analyse and prioritise within that strategic vision.		
	An ability to influence other partner organisations.		

	Essential	Desirable	Measure
<b>Organisational Management</b>	An understanding of the human resource, financial and information issues associated with managing a large complex organisation.		
<b>Personal Attributes</b>	A dynamic leadership style.		Interview
	Drive and determination.		
	A team player.		
	Demonstrates NHS Values.		
<b>Other</b>	Ability to travel throughout Fife and nationally		

# Our vision, values and principles

## Our vision

Living well, working well and flourishing in Fife

## Our values

Care and compassion

Dignity and respect

Openness, honesty and responsibility

Quality and teamwork

## Our principles

Listening and involving

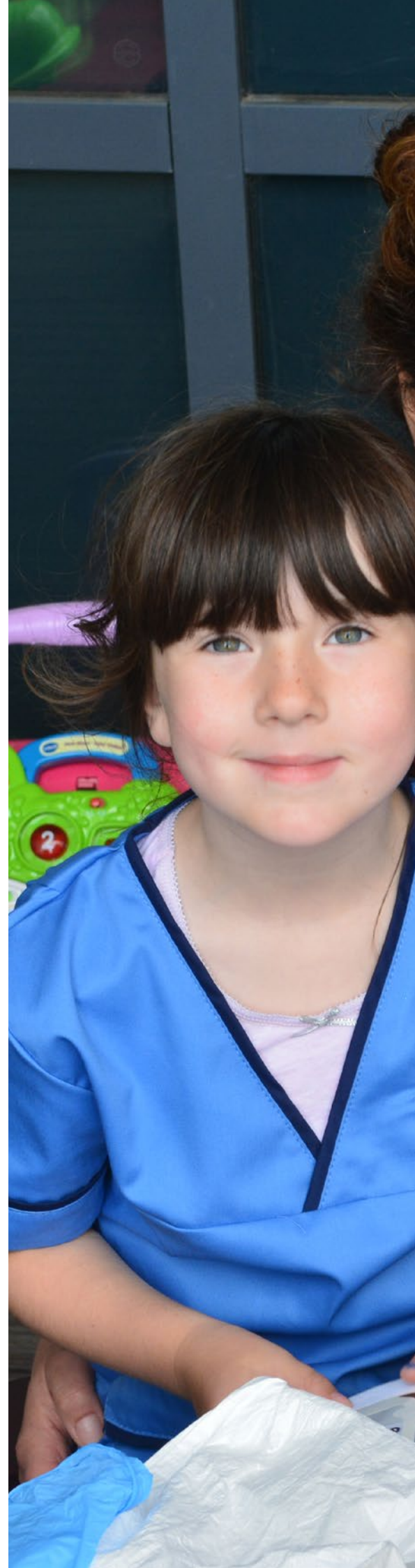
Supporting communities

Empowering people

Prevention and early intervention

Creating wellbeing

Being kind





“

Fife is a fantastic place to live and NHS Fife is a great place to work.”

# Our priorities

## Population health and wellbeing strategy

The Population health and wellbeing strategy places a commitment to the delivery of high-quality health and care services across Fife and sets out how we will seek to address this whilst recognising that change will be required to deliver this.

This strategy does not set out a series of detailed actions. It is a declaration of our vision and intent to prioritise health inequalities and support improvement in the health and wellbeing of all Fife citizens.

Through annual delivery plans, the implementation of the strategy will be taken forward in the context of a range of drivers for change.

[www.nhsfife.org/strategy](http://www.nhsfife.org/strategy)

## Let's talk health services

NHS Fife is facing unprecedented financial pressures. We must find £51.4 million in savings to work within the budget allocated by the Scottish Government and meet our statutory obligations.

Whilst we are required to make significant savings, we are committed to doing so without compromising patient safety or the standard of care we provide. This means finding efficiencies and improvements where we can – but also making difficult decisions about how, where, and when we deliver services.

### Our approach

To address this challenge, we've developed the Re-form, Transform, and Perform (RTP) framework. RTP is about more than just saving money; it's about creating a sustainable NHS Fife that can adapt to changing needs while maintaining high-quality patient care.

[www.nhsfife.org/lets-talk](http://www.nhsfife.org/lets-talk)

# What drives us forward

## Person-centred

- Listen to what matters to you
- Design services in partnership with service users, carers and communities
- Give you choices and information
- Create environments that encourage caring and positive outcomes for all
- Develop and redesign services that put patients first supporting independent living and self-management

## Clinical excellence

- Work with individuals to receive the best care possible
- Ensure there is no avoidable harm
- Achieve and maintain quality standards
- Ensure environment is clean, tidy, well maintained, safe and something to be proud of
- Embed patient safety consistently across all aspects of healthcare provision

## Sustainable

- Optimise resource for health and wellbeing
- Ensure cost effective and within budget
- Increase efficiency and Reduce Waste
- Service redesign will ensure cost effective, lean and minimise adverse variation
- Optimise use of property and assets with our partners

## Exemplar employer

- Create time and space for continuous learning
- Listen to and involve staff at all levels
- Give staff skills, resources and equipment required for the job
- Encourage staff to be ambassadors for Health and Social Care in Fife
- Create high performing multidisciplinary teams through education and development
- Equip people to be the best leaders

# National context

## Quality healthcare

Annually the Scottish Government sets NHS Boards with performance targets in order to ensure that resources made available to them are directed at areas which are a priority for improvement and are consistent with the Scottish Government's Purpose and National Outcomes. These targets are focused on Health Improvement, Efficiency, Access and Treatment (also known as HEAT targets).

## Working in partnership with Local Authorities and the Third Sector

NHS Scotland works in partnership with local authorities and the Third Sector to achieve a healthier Scotland. "The Quality Strategy provides NHS Scotland with a basis on which partnerships such as the aforementioned can be formed.

This is done through Community Planning Partnerships which secures progress towards a number of strategic priorities, and the outcomes agreed locally and nationally through the National Performance Framework.

Caring and compassionate staff and services.

- Clear communication and explanation about conditions and treatment.
- Effective collaboration between clinicians, patients and others.
- A clean and safe care environment.
- Continuity of care; and Clinical excellence.

## Fife Local Resilience Partnership

Local resilience Partnerships (LRPs) are multi-agency partnerships made up of representatives from local public services, including the emergency services,

local authorities, the NHS, the Scottish Environmental Protection Agency and others.

These agencies are known as Category 1 Responders, as defined by the Civil Contingencies Act. Fife Local Resilience Partnership has been a key component in NHS Fife's planning and response to the current global pandemic.



## Health and Social Care Integration

In 2016 the Scottish Government legislated to bring together health and social care into a single, integrated system. The legislation created 31 integration authorities across Scotland who are now responsible for £8.5 billion of funding for local services. These services were previously managed separately by NHS Boards and local authorities.

In Fife, we have one Joint Integration Board and the purpose of health and social care integration is to transform people's experience of care and the outcomes they experience. This is necessary because when services are planned and delivered together, closer co-ordination will enable the fundamental changes in care models required to keep pace with people's changing needs.

You will provide leadership as part of a multiagency approach comprising of Fife Health and Social Care Partnership and Fife Council to ensure value for money and enhanced outcomes for patients across both acute and community care settings in Fife.



# Appointment arrangements

## Applications

Applicants are required to send a CV and Cover Letter to Sarah Gracie, Associate Director, Eden Scott (sarah.gracie@edenscott.com).

**Closing date:** Monday 9 February 2026.

## Employment references

References should include current and previous employers covering the last 3 years of your employment history. References will be taken up for the successful candidate only, which is in line with the Recruitment and Selection Policy.

## Evidence of qualifications

Candidates will be required to provide evidence of their qualifications.

## Medical assessment

Any offer of employment is subject to satisfactory Occupational Health Clearance. The Occupational Health Service will make an assessment on your fitness to carry out the post based on the information contained within the questionnaire. In certain circumstances further information is required before clearance can be given and Occupational Health may contact you by telephone or request that you attend for an appointment. Clearance must be obtained before a new employee commences employment with NHS Fife.

## Applicants with Disability

A disability or health problem does not preclude full consideration for the job and an application from a person with a disability(ies) is welcome. All information will be treated as confidential. NHS Fife has been approved, by the Employment Services Department, as an Equal Opportunities employer with a positive policy towards employment of disabled people. NHS Fife guarantees to interview all applicants with disabilities who meet the minimum criteria for the post.

## Criminal conviction check

All applicants who apply for posts which are exempt from the Rehabilitation of Offenders Act 1974 and who will have access to patients in the course of their employment will be required to consent to a Disclosure Scotland Criminal Records Check or join the Protection of Vulnerable Groups Scheme. Any offer of employment is conditional upon a satisfactory check or confirmation of scheme membership being received and a commencement date for employment will only be agreed following this confirmation.

Failure to disclose convictions information as required will result in the offer of employment being withdrawn. If you are appointed, and it is found that you did not reveal a previous conviction you will be subject to disciplinary action and your employment may be terminated. Information in relation to Scotland's disclosure and rehabilitation of offenders' regime can be found on the Disclosure Scotland website

[www.disclosurescotland.co.uk](http://www.disclosurescotland.co.uk).

## **Prevention of illegal working**

Candidates must be eligible to work in the UK  
– The successful candidate will be required to provide original evidence of his/her eligibility to work in the UK. Guidance on suitable documentation will be provided.

## **Provision of false information**

Candidates should also note that the provision of false information or the omission of material information in their application or at interview may lead to the offer of employment being withdrawn or summary dismissal.

## **Visit to NHS Fife – candidate preparation**

Shortlisted candidates can, by appointment, take up the opportunity to visit NHS Fife and some of the key sites. This is an optional part of the process.

## **Travel Expenses**

If incurred, reasonable travel expenses will be reimbursed when attending the assessment and interview day. The travel expenses for the successful candidate will be paid when they take up post and will be included in their first monthly salary.

Please note, however, reimbursement of expenses shall not be made to individuals who refuse an offer of employment on grounds which, in the opinion of NHS Fife are inadequate.

## Interview and assessment arrangements

The Job Description and Person Specification is designed to inform potential applicants on the essential and desirable personal attributes which are sought in this appointment

Assessment against these attributes will feature throughout the recruitment and selection process for this appointment.

NHS Scotland uses a Values Based Approach to the recruitment of all appointments at Chief Executive, Executive Director, Director and next level immediate direct line reports. While it remains the responsibility of individual NHS Boards to carry out recruitment to these roles they must do so in line with the guidance contained with Values Based Recruitment Process for NHS Board Executive level appointments. This can be found through the following link: <https://projectlift.scot/wp-content/uploads/2020/09/Values-Based-Recruitment-Process-for-NHS-Board-Executive-Team-appointment.pdf>

In practice this means that the shortlisted candidates will participate in:

- Psychometric Tests
- Real Play Exercise
- Presentation (which will form part of the interview)
- Values Based Competency Interview

Further details of the above will be shared with the shortlisted candidates.

## Informal enquiries

For an informal discussion with Pat Kilpatrick, NHS Fife Chair, please contact Valerie Muir, Executive Assistant to the Chair and Chief Executive via email at [valerie.muir@nhs.scot](mailto:valerie.muir@nhs.scot)

# Summary of NHS Fife terms and conditions

Agreement on Pay and Conditions of Service is as per the Scottish Government, Executive and Senior Management Pay and Conditions of Service 2024-2025.

## Salary

£137,195- £182,808 per annum

Entry point to the salary scale will take account of previous experience.

Your salary will be paid into your bank account on the last Thursday of each month.

## Contract

Permanent

## Pension fund

The appointment is superannuable under the NHS (Scotland) Superannuation Scheme unless you opt out in favour of some other scheme or are ineligible to join. Your remuneration will be subject to deduction of superannuation contributions in accordance with the scheme. Costs and contributions are available on the SPPA website: [www.sppa.gov.uk](http://www.sppa.gov.uk)

NHS Fife encourages staff to join the scheme.

## Hours of work

Hours of work are flexible dependent on the hours necessary to meet the demands of the post. For pay purposes the full time hours for the post will be deemed to be 37 hours per week.

## Holiday entitlement

Annual holiday entitlement is 27 days annual leave per year on commencement, rising to 29 days after 5 years service and 33 days after 10 years service. There are also eight fixed public holidays in a year.

## Relocation

Relocation expenses may be payable to the successful candidate, in accordance with the Policy. This is available on request from the Workforce Directorate. Shortlisted candidates who require relocating to take up post should discuss this with the Director of Workforce before attending the assessment and interview process.

## Period of notice

Appointment is subject to termination by either side giving 6 months written notice.

## No smoking policy

NHS Fife operates a No Smoking Policy and it is the case that employees are not permitted to smoke on the premises or grounds. It is a condition of employment that you comply with these requirements.

# Appendix 1: Discover NHS Fife

## Inspiring healthcare, inspiring life

NHS Fife is one of Scotland's 14 regional health boards, providing care for 374,760 people and employing more than 9,500 staff. We are committed to innovation, quality care, and supporting staff to realise their full potential.

Since its creation in 1948, NHS Scotland has continually evolved, embracing new technologies and improving services to meet the needs of local communities.

Since then the NHS in Scotland has gone from strength to strength, taking advantage of new technologies and innovations and continually changing and evolving to meet the needs of the communities it services.

NHS Fife is one of 14 Regional NHS Boards in Scotland. The organisation provides healthcare to 374,760 people and employs over 9,500 staff, making it one of the largest employers in the region.

As a large rural area with varied geography and several centres of population, there are particular challenges to meeting the health needs of the people of Fife.

To address these challenges NHS Fife works closely with a variety of partners at a local, regional and national level, including Fife Council, Fife Health & Social Care Partnership, other Health Boards in Scotland, the voluntary and independent sector and, most importantly, the public.



# Brief overview of NHS Fife

**NHS Fife provides healthcare for 374,760 residents across a large rural area. We are one of the region's biggest employers, with more than 9,500 staff.**

Fife has two main hospitals: Victoria Hospital in Kirkcaldy and Queen Margaret Hospital in Dunfermline. Victoria Hospital delivers most acute services, while Queen Margaret Hospital focuses on community, therapy, and diagnostic care.

Fife is home to a further eight community hospitals spread across the Kingdom; Lynebank Hospital in Dunfermline; Glenrothes Hospital; Whyteman's Brae Hospital in Kirkcaldy, Cameron Hospital in Windygates, Randolph Wemyss Memorial Hospital in Buckhaven, Stratheden Hospital in Springfield, Adamson Hospital in Cupar and St Andrews Community Hospital.

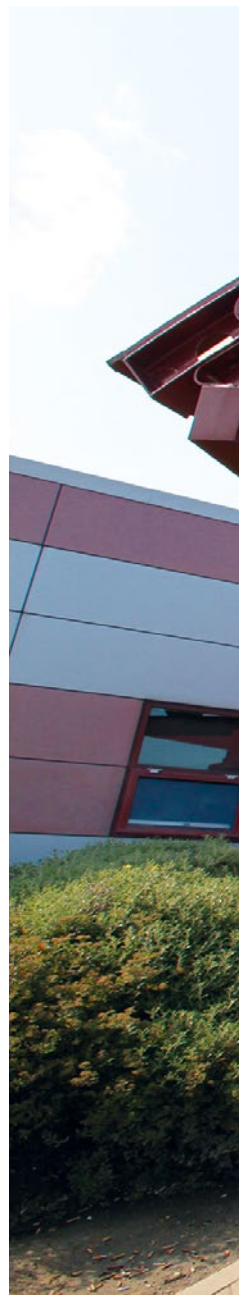
Primary care in Fife includes 55 GP practices, 59 dentists, 46 opticians, and 85 pharmacies.

## Improving services provided by NHS Fife

**NHS Fife, along with help from its partners, the public, other NHS Boards, Fife Council and voluntary agencies, is working to improve its services.**

The board is working on a number of strategic projects that will shape the future of health care in Fife through the transformation of service provision and facilities. This includes work currently underway in developing;

- Primary Care Hubs
- Mental Health
- Fife Elective Orthopaedic Centre







# Demographic and social profile of Fife

The Kingdom of Fife is a peninsula in eastern Scotland with a coastline of 170 kilometres (105 miles) bounded by the Firth of Forth to the South and the Firth of Tay to the North. It is the third largest local authority area in Scotland with a population of 374,760. This represents 7% of the total population of Scotland. 96% of Fife residents live in 134 settlements, the largest of these being Kirkcaldy, Dunfermline and Glenrothes. 59% of residents feel they have access to quality green space, from award winning beaches to historic town parks.

Fife shares inland boundaries with Perth & Kinross and Clackmannanshire, and is divided into seven administrative or business areas:

- Cowdenbeath
- Dunfermline
- Glenrothes
- Kirkcaldy
- Levenmouth
- North East Fife
- South West Fife

By 2039, the population of Fife is expected to increase by 4.5% to 387,214. The 16 to 19 age group is expected to reduce and those aged 75+ to see the greatest increase. This may be attributed to a declining birth rate and increased life expectancy in Fife, which is currently greater than the Scottish average for both males and females.

The baseline for the minority ethnic population in Fife is still the 2011 Census. This estimated that approximately 1.6% of Fife's population were from an ethnic minority group, with the highest percentage categorised as Asian Pakistani.

The extent of deprivation in Fife is fairly evenly spread across the different data zone bands from most to least deprived. The 2009 Scottish Index of Multiple Deprivation (SIMD) indicates that Fife has an increasing share of Scotland's most deprived areas. Fife has the sixth highest local authority share of the 15% most deprived data zones in Scotland. 51 (5.2%) of the 976 data zones in the top 15% across Scotland are located in Fife, 8 of which fall into the top 5%. The 2009 data also confirms enduring deprivation in specific areas of Fife.

The proportion of young people not in education, employment or training in Fife is higher than for Scotland overall. The proportion of the working age population with no qualifications is 10.4 per 100,000 of the population, which is also below the Scottish average. Physical health data is positive and among the best in Scotland. This shows evidence of good general health and nurture, and the emergency hospital rate is lower than the Scottish average.

In recent years Fife's economy has moved away from traditional manufacturing industries towards the service sector.

# Realise your full potential with NHS Fife

With its stunning beauty, rich history and abundance of sporting and leisure activities, Fife is a fantastic place to live and work, with an identity and a character all of its own. The cost of living here is lower than the national Scottish average and house prices offer superb value for money, providing you with a high standard of living and quality of life.

The major economic and cultural hubs of Edinburgh, Stirling, Perth and Dundee are all within easy commuting distance. In Fife you really can have it all.

## Work life balance

As one of the largest employers in the region, NHS Fife is a forward-thinking and innovative organisation which offers an exciting and diverse range of work, training and study opportunities for people from all backgrounds.

NHS Fife works to provide a supportive environment for staff where strong teams work and develop together and where individuals can flourish to realise their full potential. Our 'Well at Work' programme has helped to bring about a truly positive culture within NHS Fife, helping to reduce stress, increase motivation and improve productivity among staff.



# It's a beautiful life

The Kingdom of Fife occupies the peninsula formed by the Firth of Forth to the south and the Firth of Tay to the north. The region's landscape is as beautiful as it is diverse, with rolling hills, lochs and spectacular coastline.

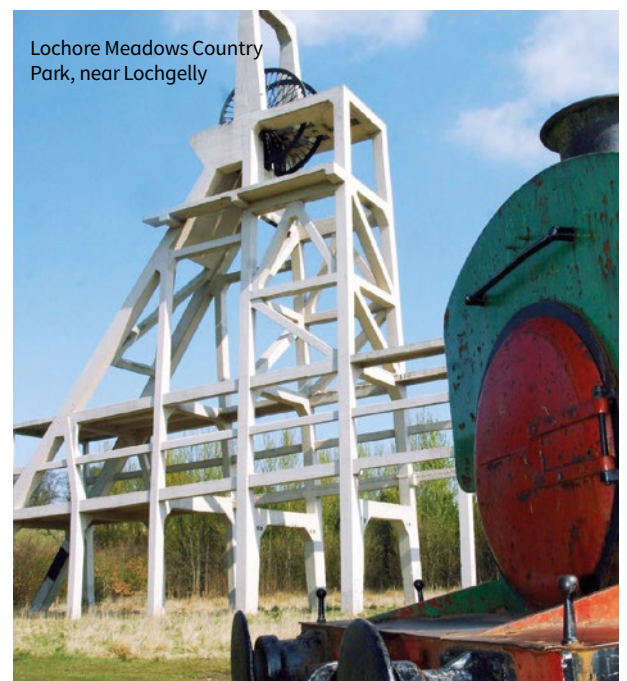
This is a place steeped in history. Dunfermline was the first capital of Scotland, home to royal inhabitants, as well as birthplace of Andrew Carnegie, steel magnate and philanthropist whose legacy lives on across the world to this day. The more recent past saw the establishment of the pits and coal mines, heavy industry whose rich heritage is still evident today in the close-knit communities of Cowdenbeath, Lochgelly and Kelty.

The town of St Andrews, named after Scotland's patron saint, sits on its own on a wide bay on our north east shores, boasting not only Scotland's first university, but also its oldest golf club, the Royal and Ancient Golf Club, which helped to establish the sport as one of Scotland's greatest exports.

Nowadays it's Kirkcaldy and new town Glenrothes that offer the modern bases favoured by major manufacturing and services industries. Both towns are well connected to Scotland's capital, Edinburgh and the North via the M90 motorway and are easily accessible in less than half an hour by car.



Old Course, St Andrews



Lochore Meadows Country Park, near Lochgelly

# Well connected

**Getting to and around Fife is simple, with excellent public transport links from around the UK. This fabulous region is not far from Scotland's cities and is also very easy to get around.**

With Edinburgh just to the south, Dundee and Perth to the north, and Glasgow to the south west, Fife is in a great position in Scotland and getting here is simple thanks to excellent air, road, rail and public transport links from around the UK.

## By road

If you are driving from Edinburgh and the south, Edinburgh is directly connected by the Queensferry Crossing. Then head to Dunfermline where the A92 takes you further into Fife.

From Glasgow and the west, it is easiest to take the M8 to Edinburgh and then head to Fife from there. The best route from Aberdeen and Dundee is to head for the Tay Road Bridge where the A92 continues into Fife.

If you are heading to Fife from Inverness, Perth and the north, follow the A9 from Inverness to Perth. Continue down the M90 from either the A912 at the Bridge of Earn, or continue to Dunfermline on the A92.

The A92 connects the whole region and is perfect for car touring with many well sign-posted scenic routes linking the smaller towns and villages.

## By train

If you wish to get the train here, there are a number of train stations which have direct rail connections to other towns and cities in Scotland, including Edinburgh, Glasgow, Dundee, Aberdeen and Inverness.

There are also links to major English towns and cities on the east and west coast. Fife Circle trains make stops at numerous towns and villages in south west Fife, while there are also regular trains which run between Edinburgh and Dundee.

## By air

National and international flights fly into Edinburgh International Airport and Dundee Airport, which are both just a 20-minute drive from the Kingdom of Fife. In addition, there is Glasgow International Airport, which is just over an hour away.

## By bus

Buses from all over the UK stop at Inverkeithing Ferrytoll, where you can continue your journey throughout Fife by bus. An express coach network links Anstruther, Dunfermline, Kirkcaldy, Leven, Glenrothes, Cupar and St Andrews and is complemented by local bus networks in each town.

## Sustainability

NHS Fife seeks to encourage staff to be mindful of the impact that their journey to work has on the environment. We encourage staff car sharing, provide electric vehicle charging points at our larger hospitals and offer low emissions pool cars for use of staff. There is also a regular shuttle bus between the QMH and Victoria hospitals for staff use.

# Welcome to the National Treatment Centre



## Firsts for NHS Fife

At NHS Fife we are always developing and improving services to meet the needs of our local population through innovative and pioneering work across the organisation.

Here are just some examples of recent work that is making a real difference to our patients and services on a local and national scale:

NHS Fife opened its new National Treatment Centre (NTC) at NHS Fife's Victoria Hospital site in Kirkcaldy in March 2023.

The £33m facility hosts three operating theatres, a supporting inpatient ward and associated outpatient facilities, and becomes the first of a national network of new purpose-built National Treatment Centres, operated by a Health Board, to be completed and fully operational.

The new NTC - Fife Orthopaedics building is the largest capital project that NHS Fife has undertaken since the opening of phase 3 of the Victoria Hospital in 2012. Work commenced on the construction in March 2021 and the project has been delivered on budget.

NHS Fife became the first Board in Scotland to pilot Urolift, a minimally invasive procedure for enlarged prostate. Patients now recover faster and the risk of permanent side effects is eradicated.



In another 'first', we were the first Scottish Health Board to pilot successful day surgery hip replacement. This groundbreaking procedure has reduced the length of stay for some patients to less than 12 hours, where previously the average length of stay was three days.

Our frailty assessment service at Victoria Hospital was the first of its kind in Scotland, bringing together different disciplines to identify frailty in patients. The service ensures frailty in patients is identified at the earliest opportunity and patients are given the right treatment in the best place.

A programme developed by NHS Fife, Fife Health and Social Care Partnership and Macmillan Cancer Support Scotland to support patients with advanced lung cancer is providing comprehensive and individualised care while allowing patients to spend significantly less time in hospital and more time at home.

Our laboratories have achieved the international quality accreditation standard known as ISO 15189 – one of the first labs in the whole of the UK to be awarded this gold standard.

NHS Fife is the first Health Board in Scotland to deploy a full scale electronic track and trigger system, having gone live with Patientrack at Victoria Hospital. Patientrack enables nurses to capture vital signs digitally at the patient's bedside. The technology can then accurately calculate an early warning score for the patient and automatically call medical staff to intervene when signs of deterioration are present.

# Life-enhancing innovations

**Clinical research is a vital, everyday part of the NHS. It confirms what works best, improves current care and helps to discover new treatments and medications.**

Over 100 of Fife's clinical staff are currently involved in some 250 commercial and non-commercial research studies, with strong links to prestigious neighbouring universities and colleges. These include work with the University of St Andrews (actively participating in its Digital Health Science Initiative), collaboration with the University of Dundee's Health Informatics Centre, and as an internationally accepted site for European research.

NHS Fife's Research & Development Department provides ongoing support to Fife's NHS Research Scotland Research Fellows, PhD scholarships and other postgraduate activities, along with assisting successful recipients of CSO, MRS, Wellcome and other grants from large grant-awarding bodies.

Our established R&D Department, with its dedicated Research Nurses and Clinical Research Assistants, provides support to researchers on study design, governance, day-to-day study management, approvals, study set-up, conducting patient assessments, data collection, dealing with study paperwork and advising on Intellectual Property. In addition, training courses are run on a wide range of research topics.

Along with a purpose-built Clinical Research Facility at Victoria Hospital, where a range of healthcare and life science related research activities are undertaken, R&D has fully equipped laboratory areas for sample processing and archiving facilities for long-term storage of study documentation.



We provide accessible communication in a variety of formats on request including for people who are speakers of community languages, who require Easy Read versions, who use BSL, read Braille or use Audio formats.

Our SMS text service number **07805800005** is available for people who have a hearing or speech impairment.

To find out more about accessible formats contact:  
**fife.EqualityandHumanRights@nhs.scot**  
or phone **01592 729130**.

**NHS Fife**

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