



Mr Darren Millar AM
Chair
Public Accounts Committee
National Assembly
Cardiff Bay
CF99 1NA

Our Ref: DS/RA

15 October 2013

Dear Darren

**Public Accounts Committee – Governance Arrangements at Betsi Cadwaladr
University Health Board**

I wrote to you on 2 October providing comments on correspondence received from Mary Burrows. I have given this matter some further thought. I believe it may be helpful to offer the Committee some additional observations. These relate to the role, responsibilities and accountabilities of Chief Executives appointed to Health Boards in the Welsh NHS.

The Job Description for the role is relevant and helpful in this regard. I attach a copy and would draw the Committees' attention to the sections entitled :

- Job Purpose
- Key Accountabilities
 - Improving Population Health and Patient Services
 - Performance
 - Governance
 - Leadership of Staff

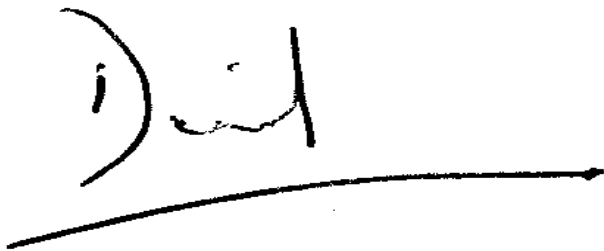
The Job Description is, I believe, quite clear in establishing a wide range of leadership responsibilities. Quite properly the Chief Executive has to ensure the organisation can operate effectively to enable achievement of statutory duties and other priorities as defined by Welsh Government or agreed by the Board. The relationship of the Chief Executive with the Board is critical. The Chief Executive has to formally provide advice, identify risks, propose strategic and operational responses and enact agreed Board decisions.

In light of the above the Chief Executive clearly cannot act in a passive observational capacity. He or she must act on any concerns and must take action as the Principal Executive Officer or as the point of primary executive advice to the Board. In certain circumstances, a Chief Executive might properly raise matters of concern with me. My initial response would be to ask the Chief Executive to clarify the responsive actions they were intending to take and enquire if the matters in question had been formally raised with their Board.

Finally it is important to acknowledge the challenging and demanding nature of the Chief Executive role. There are however many examples in Wales - often associated with determined and self insightful leadership – where individuals are carrying out the role successfully.

I hope the above is helpful.

Yours sincerely

A handwritten signature in black ink, appearing to read 'David Sissling', with a long horizontal line extending to the right from the end of the signature.

David Sissling

JOB DESCRIPTION

Post Title: Chief Executive and Accountable Officer for ... LHB

Accountable to: The LHB Chairman and Board for the management of the LHB's affairs delivery of Welsh Government (WG) Policy and performance requirements and implementation of board policies:

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

Key Relationships: LHB Board
Members of the Stakeholders Reference Group
Members of the Professional Forum
Local Partnership Forum
Local Authorities
The Third Sector
AMs, MP's and Ministers and WG Officials
Media
CHC's
Contractors
Universities

Remuneration & Terms and Conditions: As determined by the LHB Remuneration and Terms of Service Committee within the policy framework set by the Welsh Government.

Location:

Job Purpose:

The Chief Executive will be the Accountable Officer for the Local Health Board (LHB) with full responsibility for the continued development and management of the LHB. The Chief Executive provides top level leadership, vision and strategic direction and management across all aspects of the LHB's activities and will ensure that all required decision making, control, delivery and development systems are in place. The Chief Executive is accountable for providing advice to the Board on all elements of LHB business and specifically on matters, relating to probity, regularity and administration.

Particular key responsibilities will be to:

- Integrate the planning and delivery of all services within the LHB, including a commitment to working and responding locally and delivering statutory plans with partners.

- Develop an organisational culture that supports clinical engagement in decision making and a drive for continuous service change and improvement.
- Lead and manage the performance and development of the LHB.
- Ensure performance targets are set and achieved and the LHB achieves all of its financial targets and that its financial affairs are conducted legally.
- Effectively lead and manage the integration of the various components of the LHB to develop a unified organisation which delivers a service that:
 - delivers improved population health and well being
 - reduces inequalities
 - improves patient safety
- Provide proper stewardship of public funds and the compliance of the LHB all statutory, legislative and policy requirements. with
- Act as an ambassador for the LHB building the reputation of the services it plans and manages.

Key Accountabilities:

Improving Population Health and Patient Services

- Working with the UPHS (Unified Public Health Service) and other agencies to lead on the improvement of population health and the public health agenda.
- Leading the change in emphasis from in-hospital care to effective prevention, early intervention and long-term community based support.
- To engage effectively with clinical leaders so that the LHB provides safe, high quality, acceptable care for patients in line with NHS standards for services in Wales, within the resources available.
- Initiate and facilitate effective partnerships and alliances between the LHB and other agencies so as to influence the agendas of these bodies and to draw on their experiences and perspectives in creating local NHS and community strategies, policies and actions to deliver long-term health improvements.
- To motivate all clinical staff to benchmark services continuously against best practice evidence, research and audit to ensure high quality standards of patient care.

- To foster a culture which embraces and recognises opportunities for the utilisation of new clinical and service technologies.

Performance

- To achieve the financial and corporate objectives set for the LHB, ensuring the effective, efficient and economical use of resources in achieving planned activity and delivery of all required performance targets.
- Project managing successful delivery of national programmes.
- Meet agreed commitments across the community as set out in the Annual Operating Framework and prepare the LDP response.
- Ensure delivery of the LHB's contribution to performance priorities within local partnership plans.
- Implement an appropriate Performance Management System to ensure performance of the health community is monitored and managed and supports continuous performance improvement.
- Ensure the development of information strategies to assess health needs and to support evidence based decision making.

Strategic Development and Partnership Working:

- To lead the formulation of the LHB's direction in line with the Welsh Government's Strategic Framework for the NHS and the National Plan for the NHS.
- To engage with and promote co-operation and collaboration with other organisations to develop strategic partnerships and alliances to improve the health of local communities and ensure effective partnership working.
- Ensure that strategic partnership arrangements are developed and continuously improved with local authorities and other local voluntary, statutory and private sectors.
- Promote and facilitate effective partnership working with other organisations (including private and voluntary sector service providers) to enable the LHB to function effectively and support the delivery of the range of statutory plans.
- Develop a culture of public involvement that is open and transparent, ensuring that users, carers and the general public's views are effectively represented and appropriately incorporated into decision making across the LHB.

- Develop effective relationships with the CHC's, Professional Forum and Stakeholder Reference Groups to ensure strategic plans are developed with full cognisance of their views.

Governance

- Ensure the corporate business of the LHB is effectively managed and high standards of integrated governance are established including corporate, clinical - and staff governance.
- To oversee the design and implementation of systems of business conduct, public accountability and managerial delegation and control which ensure the resources of the LHB are deployed economically, efficiently and effectively and that the LHB meets its statutory financial duties.
- Ensure a proactive approach to risk management including the systematic, identification, assessment and management of risk.
- To ensure that the LHB acts within its statutory powers and delegated authority, in accordance with statutory, legislative and Welsh Government directives and requirements.
- To develop effective organisational arrangements and capacity that enables the LHB to meet its strategic aims within a framework of strong, effective governance consistent with NHS values in terms of safety, openness, probity, and accountability.

Leadership of Staff:

- Develop processes which ensure full engagement and commitment of all clinicians; to deliver improvements to patient accessibility and clinical outcomes.
- Ensure the development of an organisation which encourages personal development and learning; encourages and supports innovation; team building and creative partnerships and a commitment to patient safety.
- Lead, direct, develop and manage staff and services of the LHB to create an open, supportive and productive culture to ensure efficiency, effectiveness and innovation.
- Lead and manage the Executive Team so that each Director is able to fulfill his/her individual responsibilities, ensuring that Directors work together to achieve the LHB Board's aims and objectives by influencing, managing and monitoring their performance.
- To implement effective performance management that supports personal development of LHB staff and succession planning for the LHB, NHS Wales and the

- Develop the LHB as an exemplar employer and establish effective recognition and partnership arrangements with trade unions and other staff organisations to ensure that through effective communication and consultation the interests of staff are understood and appropriately reflected in the management processes of the LHB.
- To ensure a Human Resource Strategy and Workforce Plan are developed which are fully integrated with planning and financial plans.
- Developing effective working relationships with employed staff, but also with local contractors to harness their support for a service that delivers improved health, reduces inequalities and improves patient safety.

Ambassador for the LHB:

- To develop and implement a communication strategy that is sensitive and responsive and secures the support of all parties within the LHB community.
- The Chief Executive will act as an ambassador for the LHB and NHS Wales.
- As one of the cadre of senior leaders within Wales - to contribute to the wider health and organisational agenda of NHS Wales and WG.

Performance Appraisals:

- Performance will be appraised and objectives agreed on an annual basis with Chair and Chief Executive NHS Wales.

Objectives for 2009/10 will include:

- Achievement of Access 2009 targets etc.
- Develop the culture and behaviours of the LHB, to support partnership working, openness safety, and continuous service improvement.
- Establish the Trust and manage with the Transition Directors the move from 'Transition' to full establishment of the LHB by October 2009.
- Meet all the targets/requirements in the Annual Operating Framework.

PERSON SPECIFICATION

Qualifications

- Masters degree or equivalent qualification or level of experience
- Further evidence of management training and commitment to ongoing professional development

Experience and Knowledge

- A very successful track record of leadership and strategic management at Board level, in a complex NHS, public or commercial organisation.
- Experience of running a business with a focus on, productivity efficiency and engagement.
- Experience of effectively managing considerable resources and budgets, with a track record of delivering long term financial sustainability and outstanding value for money.
- Track record of achieving sustained organisational/service change and improvement with evidence of embedding culture and organisational values successfully and achieving workforce engagement delivering improved outcomes in quality, performance and service.
- Experience of undertaking sensitive negotiations and managing contracts to maximise the benefits and outcomes for an organisation.
- High degree of political sensitivity and experience of dealing with a range of complex issues within a political or demanding stakeholder environment.
- Experience of developing and implementing strategy and service development in a large complex organisation, exploring new service opportunities.
- Experience of enhancing the reputation of an organisation.
- Knowledge of issues within the healthcare sector.
- Experience of successful initiation and facilitation of strategic partnership working and alliances with contractors, LAs, voluntary, statutory and private bodies and stakeholders.
- Experience of and insight into, developing an organisational culture that promotes clinical engagement in decision making and leading continuous change and improvement in services, encouraging the use of new clinical and service technologies.

Abilities and Personal Qualities

- Innovative and entrepreneurial with strong service focused approach, exceptional communication, interpersonal, negotiating and influencing skills.
- Ability to think and act strategically and to articulate a clear sense of direction and vision to a wide audience.
- Ability to build effective relationships with a range of internal and external stakeholders including with clinicians.
- Demonstrable leadership and ambassadorial skills with an ability to demonstrate a flexible leadership style - consensual and participative but decisive when warranted.
- Commitment and passion for citizen focused service with the ability to embed such an ethos at all levels of the organisation.

Language

Welsh and English languages have equal status in Wales; this was conferred by the Welsh Language Act. The Act requires public bodies (whether they are based in or outside Wales) which deliver services in Wales to respect the right of people to access and use public services through the medium of Welsh. The new Chief Executives will be expected to ensure that their organisations meet the requirements of the Act. In some parts of Wales, in particular the north and west, Welsh is the first language of a significant proportion of the population.

Though Chief Executives of the new LHBs will not be required either to speak or learn Welsh they will need to display real empathy towards the language and demonstrate leadership on this issue, in order to strengthen bilingual services within the NHS in Wales. This might, of course, include making efforts to learn the language.

Terms & Conditions

Salary: A salary range up to 200K is envisaged, depending on the specific LHB.

Successful candidates will be expected to relocate to a location which will facilitate effective discharging of their responsibilities as Chief Executive and which should preferably be within their Local Health Board area.