



Chief Executive, Hywel Dda University Health Board

Candidate Information Pack



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Bwrdd Iechyd Prifysgol
Hywel Dda
University Health Board

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1. Welcome



**Message from Dr Neil Wooding,
Chair
Hywel Dda University Health Board**

Welcome to Hywel Dda University Health Board. Thank you for your interest in the role of Chief Executive – a fantastic opportunity to lead our health board at a time of considerable change and challenge to the healthcare sector in Wales and the UK.

Whilst the past three years have presented some previously unimaginable challenges to all aspects of our lives, at Hywel Dda, we remain committed to the delivery of our strategy developed with our communities in 2018.

Our ambitious strategy seeks to develop and implement a process for transforming the way we deliver healthcare services, through a commitment to moving from a system focused on treatment and diagnosis, to one where preventing ill health is a core activity and that embraces consideration of people's wellbeing. We call this our Social Model for Health and Wellbeing and this sits at the heart of our 10-year strategy.

To deliver this ambition, we cannot work alone. We recognise the importance of working in partnership with local authorities, community organisations, businesses, and communities to improve not only the services we deliver, but also the circumstances in which we grow up, live, work, play and age well.

The last three years have clearly demonstrated the importance of these relationships. Out of adversity, these connections have flourished, as existing partnerships have been strengthened and new ones forged across sectors, to manage the immediate and longer term impact of the pandemic.

As the Chief Executive, we will look to you to lead our strategic vision, together with our Independent Board Members and the Executive Team - enabling us to further develop these opportunities and driving our ambitions for a healthier, happier population whose wellbeing is at the centre of our thinking.

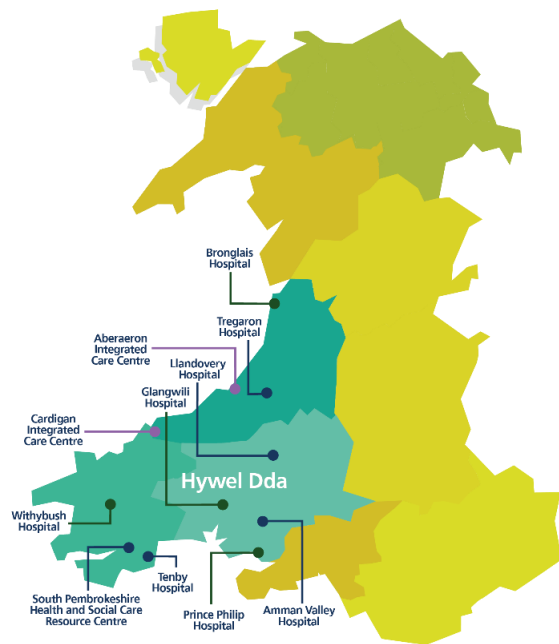
2. About Hywel Dda University Health Board

Hywel Dda University Health Board (the Health Board or Hywel Dda) is the local NHS organisation for Mid and West Wales.

As a health board, we plan, organise and provide health services for almost 400,000 people across Carmarthenshire, Ceredigion, and Pembrokeshire. We manage and pay for the care and treatment that people receive in this area for physical, mental health and learning disabilities.

We currently provide services through:

- Four main hospitals (Bronglais General Hospital in Aberystwyth, Glangwili General Hospital in Carmarthen, Prince Philip Hospital in Llanelli, and Withybush General Hospital in Haverfordwest).
- Five community hospitals (Amman Valley Hospital and Llandovery Hospital in Carmarthenshire, Tregaron Hospital in Ceredigion, Tenby Hospital and South Pembrokeshire Health and Social Care Resource Centre in Pembrokeshire).
- Two integrated care centres (Aberaeron and Cardigan, Ceredigion).
- Community facilities, including:
 - 48 General Practices (GP surgeries)
 - 49 Dental Practices
 - 98 Community Pharmacies (chemists)
 - 44 General Ophthalmic Practices (including eye health and low vision services)
 - 38 sites providing mental health and learning disability services
 - care within your own homes



Highly specialised services, such as some major trauma treatment, cardiac (heart) care, and complex burns, are organised through the national Welsh Health Specialised Services Committee. These services can be provided outside the boundaries of our area, for example in Swansea, or Cardiff.

We provide NHS services across a quarter of the land mass of Wales in Mid and West Wales and our communities are quite spread out in rural areas. Almost half our population 48.8% live in Carmarthenshire, 32.5% live in Pembrokeshire, and 18.7% in Ceredigion. We have a large border with other counties, and so communities in south Gwynedd, north Powys and Swansea / Neath Port Talbot also use our health services.

3. Our Health and Care Strategy

We have a shared vision with our communities for us all to live healthy, joyful lives.

Developed following consultation with our local communities in 2018, our ambition is to shift from a service that just treats illness to one that keeps people well, prevents ill health or worsening of ill health, and provides any help you need early on.

Our strategy, our promise, [A Healthier Mid and West Wales: Our future generations living well](#) shares our reasons for change and our vision for improving health and well being for our communities.

Our strategy defines how we intend to achieve our vision and strategic goals. It is ambitious. We want to deliver excellent clinical services for our population. We also want to maximise the contribution we make to the wider system, with partners and people, in tackling the causes of ill health through promotion of health and well-being, prevention and early intervention.

There are many milestones in our 20-year journey, and whilst the pandemic has caused some delay to our progress, we are committed to delivering our strategy alongside our communities and are making great strides in enabling this.

In early 2022, we presented an ambitious Programme Business Case, to the Welsh Government, as the first stage in programme planning. It provides a prospectus of potential opportunities, which we hope will lead to Welsh Government investment in our buildings and infrastructure.

A key enabler of our strategy is the provision of care closer to home – ensuring that our population can access the care they need early on, and for the most part within their local community – either at home, or through a network of integrated centres and local care provision. We plan to provide many integrated care centres across Hywel Dda as the foundation of our strategy. This is particularly important as the health board's footprint covers a cover a quarter of the land mass of Wales.

Another key enabler of, and one that will help us to address some of our current and anticipated future challenges, is the development of a new Urgent and Planned Care Hospital in the south of the Hywel Dda region.

You can read more about the scope and timeframe for our plans on the [website](#).



4. Escalation status

Welsh Government operates NHS Wales Escalation and Intervention Arrangements, whereby one of five levels of monitoring is assigned to health bodies based upon key aspects of their service delivery.

In January 2024 the Welsh Government informed the health board that our escalation status was to continue in targeted intervention but escalated to now cover all 6 domains of the escalation framework. These being Quality of Care, Governance, Leadership Capability and culture, Performance and outcomes, Fragile services and Finance, strategy and planning.

The Executive Team and Independent Members, working with colleagues across the Health Board, have already sought innovative ways to improve across each of the domains. For example, working with our partners to recruit more staff, and reduce our dependency upon agencies that are more costly. We are also, with our partners in social care, seeking to speed up the discharge of medically-fit patients, to reduce the pressure in our hospitals. While we are making progress, these measures will take time to succeed.

We are confident that we have the right teams in place, focused on the right things, and that together we can rise to the challenge and continue to provide patient centred care. Although this return to an increased level of monitoring is disappointing, we recognise that we cannot tackle these challenges in isolation.

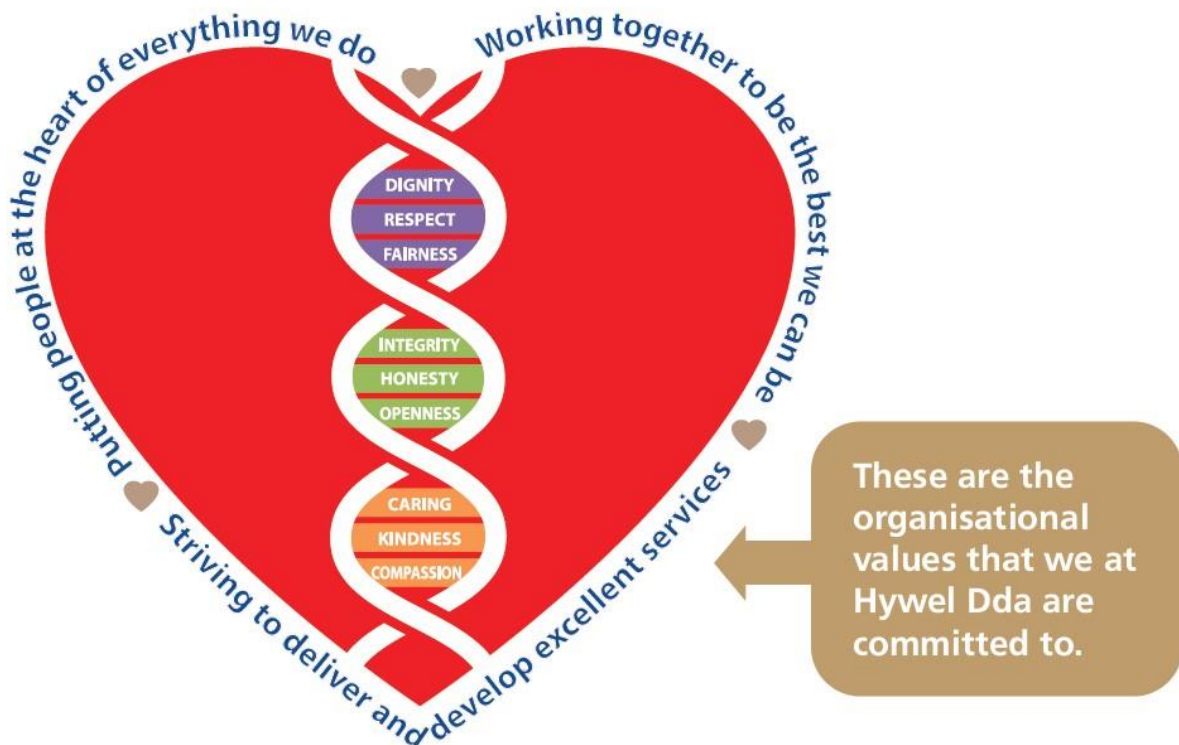
5. Values and behaviours

The health board operates to a defined set of organisational values. It is an expectation that everyone is able to demonstrate a commitment to these values, from the point of application through to the day to day delivery of their roles. These values were developed by our staff for us all and as such are non-negotiable and are part of Hywel Dda's DNA.

We expect everyone to demonstrate nine personal values at Hywel Dda in everything they do.

These are **Dignity, Respect, Fairness, Integrity, Honesty, Openness, Caring, Kindness, and Compassion.**

- We take responsibility to work together to be the best we can be to build reputable services to deliver the very best health care we can for our patients.
- We will endeavour to continually strive to deliver and develop excellent services as a health care provider.
- We take responsibility for the effective care for all our patients whilst supporting our colleagues to ensure we put people at the heart of everything we do.



These values allow us to define the type of behaviours that align to each specific personal value.

The behavioural frameworks are split into three categories:

- **Core** - What we do day to day and are expected of all. It is integral to the DNA of the organisation.
- **Advanced** – How we change the way, we work to create a positive experience. Demonstrates a positive impact on patients and services.
- **Excellence** – Values are embedded in our culture and become habit. We lead by example and evidence what we do.

It is expected that the Board and all our managers will deliver excellence in all behavioural frameworks.

More information on the behavioural frameworks and the organisational values can be viewed on our web pages.



6. Working with our partners

We recognise that we cannot address our current and future health and care challenges alone. To successfully deliver our strategy, we work closely with a broad range of partners that includes:

- Other health boards, trusts and special health authorities.
- Llais (the Citizen Voice Body for Health and Social Care Wales).
- Local and community councils – Carmarthenshire, Ceredigion, and Pembrokeshire that are within the Hywel Dda region, and on occasion neighbouring local authorities of Swansea, Powys and Gwynedd.
- Welsh Ambulance Services NHS Trust, Dyfed Powys Police, and Mid and West Wales Fire and Rescue Service.
- Community groups.
- Our local voluntary organisations, third sector and charities

To learn more about our work, and how we work with partners and communities:

- [Please watch our latest Annual General Meeting video](#)
- [Read our latest Annual Report](#)
- Read our latest Annual Governance Statement.



7. The role of the Board

All Hywel Dda, Board Members share corporate responsibility for formulating strategy, overseeing accountability, monitoring performance, and shaping culture, together with ensuring that the Board operates as effectively as possible.

The Board comprises of the following members:

11 Independent Members

Including the Chair and Vice-Chair who are appointed by the Minister for Health and Social Services.

9 Officer Members

Executive Directors, including the Chief Executive.

3 Associate (non-voting) Members of the Board

Chair of the Healthcare Professionals Forum, Chair of the Stakeholder Reference Group, and a Director of Social Services Representative.

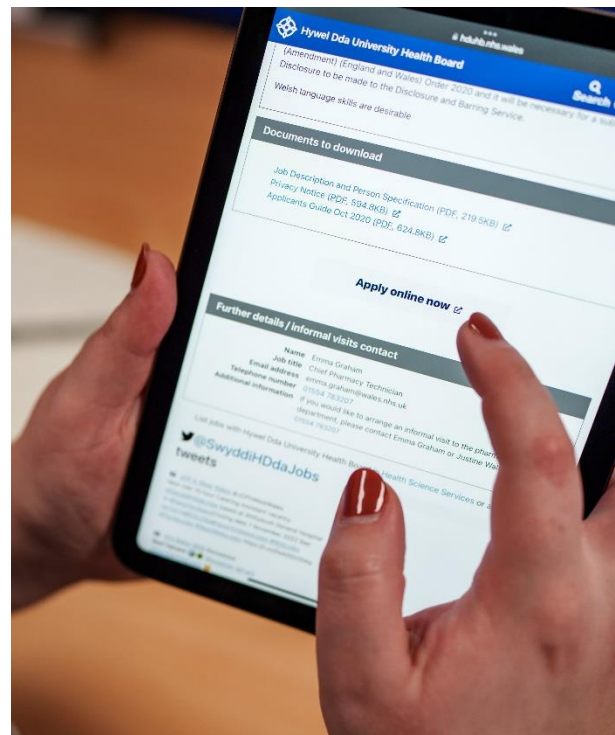
In attendance at the Board Director of Primary Care, Community & Long Term Care, Director of Corporate Governance, Communications and Engagement Director and the Vice Chair of the BAME Board Advisory Group.

We are looking for an individual who understands the needs of the Health Board's population and the importance of ensuring diversity and inclusion and promotion of the Welsh Language.

The Chair will be required to provide strong leadership of the Board and uphold the values of NHS Wales.

Board Development

Lead by the Chair and Chief Executive, the Health Board benefits from a continued commitment to personal, organisational and Board development. Development support is reflective of, and tailored to, the specific role accountabilities of each Executive and Independent Member of the Board, and furthermore on the dynamics and effectiveness of the Board as a whole.



8. Chief Executive role – key responsibilities

The Chief Executive will be the Accountable Officer for the University Health Board (UHB) with full responsibility for the continued development and management of the UHB. The Chief Executive provides top level leadership, vision and strategic direction and management across all aspects of the UHB'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 UHB business and specifically on matters relating to administration, probity, regularity of the public finances of the Health Board as set out in the Accountable Officers' Memorandum.

The Chief Executive will lead with compassion to provide strategic oversight, develop and drive organisational culture, and work collaboratively to achieve the aims of the Health Board.

Board performance is managed by the Chair with the Chief Executive providing top level leadership, vision direction and management across all aspects of the Hywel Dda University Health Board activities. The Chief Executive will ensure that all required decision making, control, delivery and development systems are in place and that the Executive Board discharges its role effectively.

Particular key responsibilities will be to:

- Ensure that safety, high quality care and high quality services are embedded as the key drivers of all aspects of the UHB's business.
- Integrate the strategic and operational planning and delivery of all services within the UHB, including a commitment to working and responding locally and delivering statutory plans with partners.
- Develop an organisational culture that (i) supports clinical leadership and engagement in decision making and (ii) demonstrates a commitment to continuous change and service improvement.
- embed an organisational culture and management commitment, that encourages innovation and values and empowers staff.
- Establish well structured, open and honest engagement with patients, the public, staff and all other stakeholders.
- Lead and manage the performance and development of the UHB.
- Maximise the efficient use of all resources.
- Ensure performance targets are set and achieved and the UHB 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 UHB 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 UHB with all statutory, legislative and policy requirements.
- Contribute as part of the wider system leadership of the NHS in Wales through membership of and connections to wider networks and boards (including Chief Executive networks). Act as an ambassador for the UHB, building the reputation of the services it plans and manages.

Key Accountabilities:

Improving Population Health and Patient Services:

- Working with Public Health Wales and other agencies to lead on the improvement of population health and the public health agenda.
- Working collaboratively with Hywel Dda University Health Board to establish and maintain one regional health economy across West Wales to ensure safe, high quality and accessible services for the population
- 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 UHB provides safe, high quality, dignified and compassionate 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 UHB 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 the opportunities for the utilisation of new clinical and service technologies.
- To ensure that digital services are embedded in service design and foster a culture of digital inclusion within the UHB.
- Ensure the integration of robust systems of emergency planning, preparedness, business continuity and resilience arrangements into UHB services.

Performance:

- To achieve the financial and corporate objectives set for the UHB, ensuring the effective, efficient and economical use of resources in achieving planned activity and delivery of all required performance targets.
- Oversee the successful delivery of national programmes.
- Meet agreed commitments across the community as set out in the NHS Wales Planning Framework and prepare an Annual Plan/Integrated Medium Term Plan in response.
- Ensure delivery of the UHB's contribution to performance priorities within local partnership plans.
- Implement an appropriate Performance Management System to ensure performance of the board 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 UHB's direction in line with the Welsh Government's Strategic Framework 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 UHB to function effectively and support the delivery of the range of statutory plans and local initiatives.
- 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 UHB.
- Develop effective relationships with Llais, Professional Forums, Stakeholder Reference Group and Local Partnership Forum to ensure strategic plans are developed with full cognisance of their views.

Governance:

- Ensure the corporate business of the UHB 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 UHB are deployed economically, efficiently and effectively and that the UHB 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 UHB 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 UHB 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 staff 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 UHB 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 fulfil his/her individual responsibilities, ensuring that Directors work together to achieve the UHB Board's aims and objectives by influencing, managing and monitoring their performance.
- To implement effective performance management that supports personal development of UHB staff and succession planning for the UHB, NHS Wales and the public sector in Wales.
- Develop the UHB 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 UHB.
- To ensure a Workforce & OD 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 UHB:

- To develop and implement a communication strategy that is sensitive and responsive and secures the support of all parties within the UHB community.
- The Chief Executive will act as an ambassador for the UHB 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.
- Annual objectives will be agreed with the Chair of Hywel Dda University Health Board and in collaboration with the Director General, Department for Health & Social Services, Chief Executive, NHS Wales.

9. Person specification

To be considered, you must be able to demonstrate that you have the qualities and experience to meet all the essential criteria for this appointment.

Essential

Qualifications

- Masters degree or equivalent qualification or level of experience
- Further evidence of management training and commitment to ongoing professional development
- Evidence of recent professional and personal development in strategic leadership and management.

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 large scale and complex 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 focussed 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
- Demonstrable commitment to the Health Board Values
- Demonstrate and promote high standards of quality customer care.
- Self awareness in terms of emotional intelligence, biases and personal triggers, with cultural sensitivity and awareness. Able to use and act on feedback from others on performance and behaviour.
- Effective leader with the ability to inspire confidence and respect within and outside the organisation.
- Ability to lead change by influencing others.

Language

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

Though the Chief Executive will not be required either to speak or learn Welsh, he or she 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.

10. Key facts about the post

Location

Ystwyth Building, Hafan Derwen, St Davids Park, Jobswell Road, Carmarthen SA31 3BB.

It will also be necessary for the post holder to attend Health Board sites and attend Health Board, regional and national meetings. Whilst we are returning to face-to-face meetings, some continue to be held virtually as appropriate. There will also be the opportunity for some remote working.

Time Commitment

37.5 hours per week but the successful individual will need to work the hours to suit the requirements of the role and there will be a need on occasion to attend meetings outside of normal working hours.

Remuneration

£201,509 - £217,980

Making an application

To apply for this role, please visit TRAC or NHS Jobs. If this is the first time you have applied for a post, you will need to register with the online application system. You will only need to register once, and you will be able to keep yourself updated on the progress of your application, and any other applications you make, via your registered account.

Once you have registered, you will be able to access the application form.

In addition to completing the application form, please submit two supporting documents to Head of Recruitment & Workforce Equality, Diversity & Inclusion, Sally Owen sally.owen4@wales.nhs.uk:-

- A full Curriculum Vitae(CV); and
- A supporting statement detailing your experience, how you meet the role description and person specification, and how you could contribute to the role of Chief Executive of Hywel Dda University Health Board.

If you need adjustments to be put in place to enable you to make an application or any assistance or guidance, please advise the Head of Recruitment on the contact email address above.

Curriculum Vitae (CV)

Please ensure your CV includes brief details of your current or most recent posts and the dates you occupied these roles. **Your CV should be no more than four pages long.**

Supporting Statement

The supporting statement is your opportunity to demonstrate how you meet each of the criteria set out in the person specification in this pack.

The statement should include examples that show how your knowledge and experience matches each of the criteria. These examples should describe what your role was, and the approach you took to achieving a specific result; you are welcome to use examples of both professional and lived experience.

How you choose to present the information is a personal choice; however, the appointment advisory panel will need to be able to assess how the examples provided relate to the criteria, and so we encourage you to avoid using statements, which simply reference the criteria without giving examples.

Please limit your supporting statement to **1000 words**.

References

Please provide two referees who will be contacted for successful candidates only.

Selection Process

The selection process will comprise of three stakeholder panel discussions followed by a formal interview which will be chaired by the Health Board Chair.

The panel will shortlist applicants who it feels have demonstrated that they best meet the criteria set out in the person specification. They will rely only on the information you provide in your CV and supporting statement to assess whether you have the skills and experience required.

The stakeholder sessions will be made up of individuals from within the Health Board and partner organisations. Shortlisted candidates will be required to engage with stakeholders during the sessions on a relevant and critical topic, which will be agreed nearer the time. If you are unable to make the arranged stakeholder engagement session or interview date, we will endeavour to re-arrange it, but it might not be possible due to time constraints within the appointment timetable or availability of participants.

You will receive email communication from the Head of Recruitment to let you know whether or not you have been invited to be interviewed. If invited to interview, the panel will question you about your skills and experience, asking specific questions to assess whether you **meet the criteria** set out for the post.

Advert Closing date	24/09/2024
Sift	26/09/2024
Stakeholder session (in person)	16/10/2024
Interviews commence	18/10/2024

Conflicts of Interest

When applying you will be asked to declare any private interests, which may, or maybe perceived to conflict with the role and responsibilities as Chief Executive of Hywel Dda University Health Board, including any business interests and positions of authority outside of the role in Hywel Dda University Health Board.

Any conflicts of interest will be explored at interview. If appointed, you will also be required to declare these interests on a register, which is available to the public.

Making an appointment

If you are successful you will be contacted by the Chair and this will be followed up by a letter from the Health Boards recruitment team which will confirm the terms on which the appointment is offered. Your appointment will be subject to pre-employment checks including a DBS check undertaken by the NHS Wales Shared Services Partnership.

Contacts

For further information regarding the role of Chief Executive of Hywel Dda University Health Board, please contact:

- Dr Neil Wooding, Chair, Hywel Dda University Health Board
neil.wooding@wales.nhs.uk
- Lisa Gostling, Executive Director of Workforce & Organisational Development / Interim Deputy CEO lisa.gostling@wales.nhs.uk