



# Candidate Information

*Putting **quality first** to deliver  
better health, better care and  
better value*

<http://www.nhshighland.scot.nhs.uk>

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<https://nhshighland.medical.careers.global>



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# The Chief Executive

**T**hank you for your interest in NHS Highland. I hope the information we have put together in this pack will encourage you to consider joining our team of health and care professionals who strive to deliver quality improvement and innovation from some of the most beautiful scenery in the world.

Our diverse area includes Inverness, one of the fastest growing cities in Western Europe as well as many remote and rural communities. Because of our geography we provide, with excellent clinical outcomes, a far wider range of services than expected for our size. The breadth and depth of clinical expertise is significant. As well as having many specialist skills, we have developed exceptional generalist skills. Some of the challenges we face have forced us to be innovative and develop a culture of continually adapting to change which has attracted world-wide interest.

In recent years, NHS Highland has made significant strides to further improve health and social care provision across the region, often leading the way by introducing new models and new methods of delivering care. In 2012, for example, we became the first health board in the country to integrate health and social care.

Since then, we have also radically re-defined the purpose and values that are fundamental to delivering care through our Highland Quality Approach (HQA). Despite the challenging times, we have focused on putting quality first to drive the delivery of better health, better care and better value.



We are a forward looking organisation with a strong focus on Research, Development and Innovation, always looking for 'best in class' across the world.



In this pack you will find more information about the HQA which underpins our commitment to everyone who uses and works within NHS Highland. By ensuring our staff are proud of their contributions, and feel valued, supported and engaged whilst delivering safe and effective care, we aim to become an employer of choice in the Highlands.

I would be very happy to talk or meet with you personally to share our vision and commitment to improving care for the people of the Highlands and Argyll and Bute.

These are very challenging but exciting times and I would encourage you to come and find out more for yourself. ☺

*Thank you*

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## To attract staff

and improve our staff experience working for NHS Highland by:

- Making NHS Highland the employer of choice with opportunities for self development.
- Ensuring staff are proud to work as part of a team delivering safe and effective care.
- Ensuring that staff feel engaged and valued as part of our team.

## To improve access to

and coordination of services by:

- Developing local services that are sustainable and resilient for the future.
- Increasing the number of services supporting people through the use of technology.
- Improving timely access to the right person in the right place who can best meet their needs.

## To improve the experience

health and well being of care and caring for people by:

- Minimising the time that individuals have to be away from home and their families.
- Supporting more individuals, their carers and families to make informed and realistic choices about their care.
- Recognising and responding appropriately.

Board Objectives for 2019/2020

People

Quality

Care

# Highland Quality Approach Strategic Framework



Over the last few years, NHS Highland have been developing the Highland Quality Approach. The ethos of the approach is captured in a simple triangle which places the person (our patients or our clients) at the top of everything we do.

We have been developing and fully embedding the Highland Quality Approach to transform the way we design and deliver safe, effective and person centred services. As part of this work we have been looking at the approaches being taken by successful health and social care providers to gain knowledge and understanding of what methods work best to redesign services to improve service quality.

The Highland Quality Approach embraces six elements which enables us to both run and improve our services;

- ◆ Focus & Delivery
- ◆ Improvement Science
- ◆ Leadership & Culture
- ◆ Effective Governance
- ◆ Continuous Improvement
- ◆ Research and Innovation

## About NHS Highland

The area covered by NHS Highland comprises 41 percent of Scotland's land mass, making it the largest and most sparsely populated Health Board in the United Kingdom.

NHS Highland is managed by a Board of Executive and Non-Executive Directors and is accountable to the Scottish Government through the Cabinet Secretary for Health and Sport.

Our operational front line services are provided through two distinct operational units – Highland Health and Social Care Partnership and Argyll and Bute Health and Social Care Partnership. You can find further detail on the role of the NHS Board, and our organisational structure on our website.



### *The challenges we face are:*

- ◆ Sustaining services in remote and rural areas and recruiting and retaining staff
- ◆ Engaging with our communities to co-design our services to ensure they are fit for the future
- ◆ Remaining creative, innovative and continually improving the quality of services in a challenging workforce and financial climate

Website: <http://www.nhshighland.scot.nhs.uk>

# Highland Health and Social Care Partnership

This unique arrangement brings together acute, primary, community and social care services within the Highland Council area, through the Lead Agency Model. This means that budgets, management and clinical leadership across the whole patient pathway, falls within the one Partnership, serving around 235,000 people. The Partnership went live in April 2012.

The aim of the change was to improve the way people in Highland had their health and social care needs supported by bringing social workers, nurses, Allied Health Professionals and others into local teams to provide integrated care services for our communities. These teams are now predominantly co-located with single managers and single points of access to the service, benefiting users of services and delivering improved working relationships between professions.

Through the unique arrangements the local authority, NHS Highland also manages 15 Care Homes for older people, numerous day centres and residential homes. Some services are also provided through contracts with third and independent sector and partner agencies.

## North and West Operational Unit

The North and West area covers the remote and rural parts of northern Highland, and is divided into two areas.

- ◆ **The North Area** is made up of the districts of Caithness and Sutherland and includes Caithness General Hospital in Wick; one of our three Rural General Hospitals.
- ◆ **The West Area** is made up of the districts of Skye, Lochalsh & Wester Ross Lochaber. The Belford Hospital in Fort William is also a Rural General Hospital.

North & West hosts:

- ◆ Out of Hours
- ◆ Sexual Health Services
- ◆ Chronic Pain Service.



## Inner Moray Firth



This includes the districts of Easter Ross, Mid-Ross, Nairn, Inverness and Badenoch & Strathspey. Raigmore Hospital the boards only District General Hospital is located in Inverness as is New Craigs Psychiatric Hospital.

## Argyll & Bute Health and Social Care Partnership *(Corporate Body Model)*

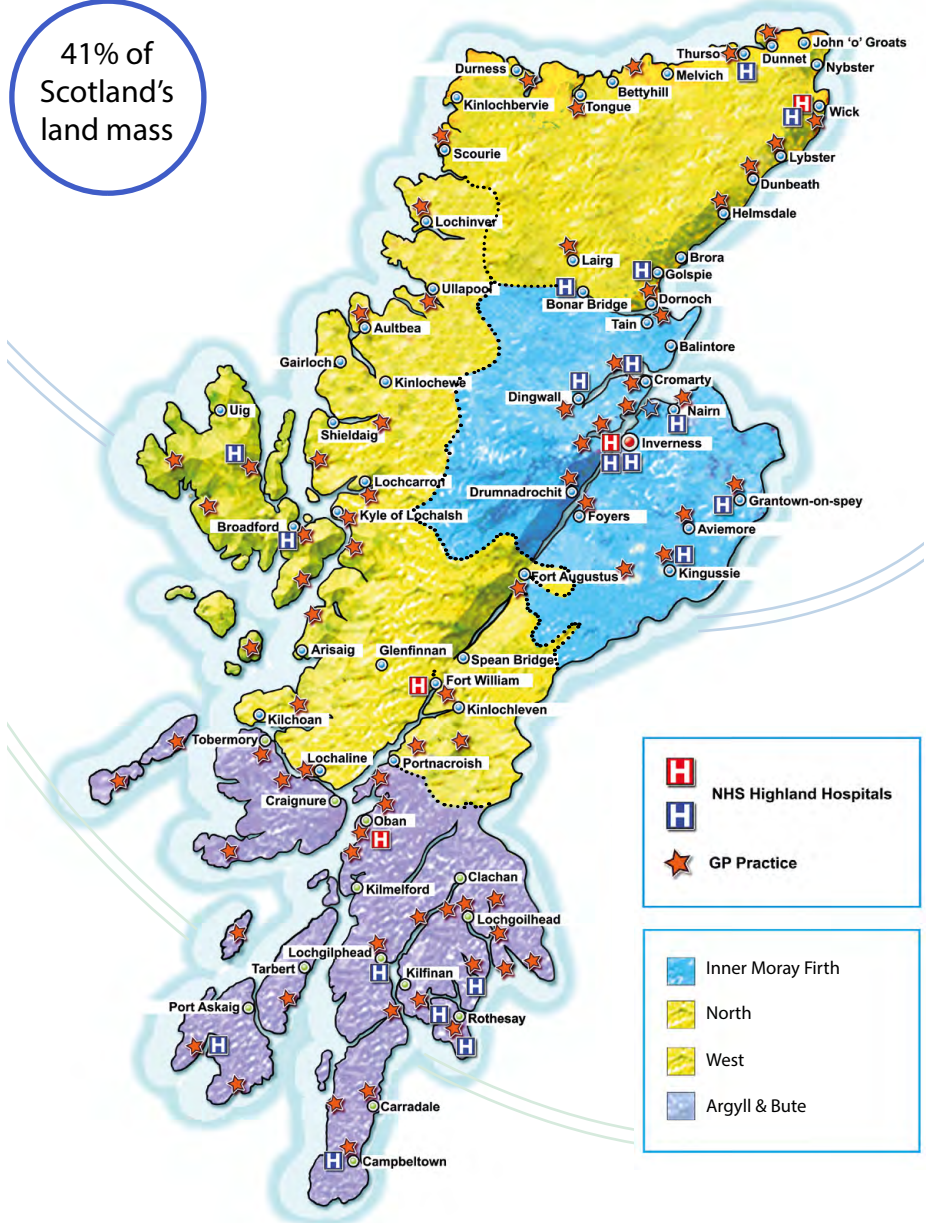


Provides Health and Social Care Services to around 91,000 people across 2,600 square miles. This includes contracted services (those purchased from NHS Greater Glasgow and Clyde) and all Adult and Children and Families social work. Locally it is served by a Rural General Hospital in Oban.

The partnership went live on 1st April 2016.

# NHS Highland Operational Units

41% of Scotland's land mass



## Delivering our Acute Services



Raigmore Hospital (463 beds) covers the majority of medical and surgical specialties and is the cancer treatment centre for the Highlands and Western Isles. It is a training hospital for nursing staff, midwifery, pharmacy students and medical students in

association with the universities of Stirling, Aberdeen and Dundee. It also has postgraduate trainees and doctors in training foundation.

Outreach services are provided to a number of sites across Highland as well as some to Western Isles and Orkney. The hospital enjoys close links to tertiary services in the central belt of Scotland, and Aberdeen, through formal and informal managed clinical networks, including weekly Scotland-wide Multi Disciplinary Team meetings.

It has undergone a £28 million refurbishment which saw all critical care facilities co-located in 2018. It has brought all critical care services, which includes the Acute Medical Assessment Unit, the Intensive Care Unit, Surgical High Dependency Unit, Coronary Care, Cardiology and Theatre suite, adjacent to each other over two floors. It is also facilitating easier access to the emergency department, and radiology services.



*We have three of Scotland's six Rural General Hospitals;*

- ◆ Lorn and Islands in Oban,
- ◆ Caithness General in Wick
- ◆ Belford in Fort William.

In addition we have two Psychiatric Hospitals in Inverness and Lochgilphead as well as Casualty Departments in the 6 Community Hospitals in Argyll and Bute, plus the Hospital in Skye as well as GP practices throughout the Highland & Islands.



NHS Highland also manages 15 Care Homes for older people, numerous day centres and residential homes. Some services are provided through contracts with third and independent sector and partner agencies.



We are passionate about growing research and development within NHS Highland. We have a mature research infrastructure with three universities (Aberdeen, Stirling and Highlands & Islands) based on campus in the Centre for Health Science.



The Centre houses state of the art research and design laboratories, skills centres and multi modal lecture spaces. One of five Clinical Research Facilities is sited within the centre. There are huge opportunities to engage in existing research or to start novel work. We have multiple collaborative projects with partners throughout Scotland and the UK.





## Adult Health and Social Care

NHS Highland is also responsible for all adult health and social care staff and services in the Highland council areas, whilst the new Argyll and Bute Health and Social Care Partnership is responsible for Adults and Children's services in its area. The aim of the change was to improve the way people in Highland had their health and social care needs supported by bringing social workers, nurses, Allied Health Professionals and others into local integrated teams to provide integrated care services for our communities.

In North, West, Argyll and Bute and Mid Highland these teams are now predominantly co-located with single managers and single points of access to the service, benefiting users of services and delivering improved working relationships between professions. South Area will take forward co-location of different professions in 2017 recognising the further benefits of more joined up-integrated working.

An exciting change that has taken place as a result of integration is that different professions are more focussed on the person centered care, as opposed to whether it is a medical or social care need, providing better care. This is also supported by having a single budget for health and social care, which is helping to encourage more imaginative and resourceful ways of working.

Social Work staff in NHS Highland have regular staff surveys and meetings with social work governance bodies, including Scottish Social Services Council and consistently describe the benefits of integration in Highland.

NHS Highland and Argyll and Bute Council has integrated health and social care services in the form of Argyll and Bute Health and Social Care Partnership (HSCP). The HSCP includes all health services, including contracted services (those that are purchased from NHS Greater Glasgow and Clyde) and all Adult and Children and Families social work. The partnership went live on 1st April 2016.



## NHS Highland: at a glance

Co-terminus with two local authorities (The Highland Council and Argyll & Bute Council).

- ◆ Covering an area of 32,500 km<sup>2</sup>
- ◆ 41% of the landmass of Scotland
- ◆ 36 populated Islands
- ◆ Population of 320,760 (National Records 2014)
- ◆ 10,000 staff
- ◆ 100 GP Practices
- ◆ 25 hospitals, made up of the following:

- 1 District General Hospital - Raigmore (Inverness)

<http://www.nhshighland.scot.nhs.uk/Services/Pages/RaigmoreHospital.aspx>

- 2 dedicated mental health units

New Craigs Hospital (Inverness)

[www.nhshighland.scot.nhs.uk/services/pages/newcraigspychiatrichospital.aspx](http://www.nhshighland.scot.nhs.uk/services/pages/newcraigspychiatrichospital.aspx)

Argyll and Bute Hospital, Lochgilphead

[www.nhshighland.scot.nhs.uk/services/pages/argyllbutehospital.aspx](http://www.nhshighland.scot.nhs.uk/services/pages/argyllbutehospital.aspx)

- 3 Rural General Hospitals

Belford:

[www.nhshighland.scot.nhs.uk/Services/Pages/BelfordHospital.aspx](http://www.nhshighland.scot.nhs.uk/Services/Pages/BelfordHospital.aspx)

Caithness General:

[www.nhshighland.scot.nhs.uk/Services/Pages/CaithnessGeneralHospital.aspx](http://www.nhshighland.scot.nhs.uk/Services/Pages/CaithnessGeneralHospital.aspx)

Lorn and the Islands

[www.nhshighland.scot.nhs.uk/Services/Pages/LornIslandsDistrictGeneralHospital.aspx](http://www.nhshighland.scot.nhs.uk/Services/Pages/LornIslandsDistrictGeneralHospital.aspx)

[www.obanhospital.com/](http://www.obanhospital.com/)

- 19 Community Hospitals

- 15 Care Homes (Highland Council area)

**Budget for 19/20 is £847.5m.**

## Research, Development and Innovation (RD&I)

NHS Highland has an extremely active and ambitious research, development and innovation programme based in the Centre for Health Sciences.



The RD&I Division facilitates a substantial and widespread range of research and development activities through the Health Board area across a large number of specialisms, engaging in academic and commercial studies, many of which are supported in the NHS Highland Clinical Research Facility. A dedicated team of research nurses, a research doctor, research pharmacists and data managers ensure success with these studies. The Division also provides a comprehensive governance and guidance function, and offers RD&I training for NHS Highland staff.

Support for PhD, Masters and other educational qualifications is provided. Development activities including support for service change and business planning is available.

The Division also supports a wide range of innovation activities, including help for staff to develop and commercialise products, working with Small and Medium Sized Enterprises across the Highlands and in Scotland more generally on the co-production of products.

Additional funding from the Scottish Government has allowed increased test-bedding or products / services across the Highlands. New ideas are always welcomed and support is provided for the development of ideas from NHS Highland staff.

**Research, Development and Innovation (RD&I) continued**

## Working with University of Highlands and Islands (UHI)

The attractive Inverness campus of the UHI has recently opened, see [www.uhi.ac.uk](http://www.uhi.ac.uk) to appreciate its scale and ambition).



## Department of Diabetes and Cardiovascular Science

This offers a blend of expertise and equipment to facilitate world-class research in a broad range of inter-connected disciplines.

## Education

Providing exceptional postgraduate educational facilities on the Raigmore Hospital site, it is the base for many undergraduate programmes run by the universities of Highland and Islands (UHI), Aberdeen, Robert Gordon's and Stirling.

## Clinical skills

The Clinical Skills Centre has been designed for the teaching and training of health and care professionals using state-of-the-art simulation technology. Based in the Centre for Health Science, it is fully funded by NHS Highland and led by the Medical Education Department.

## Scottish Surgical Boot Camp

Formerly Highland Surgical Boot Camp, this is an innovative, simulation rich course for new Core Surgical Trainees.

***Aims: to accelerate the acquisition of key technical and non-technical skills*** at the start of a career in surgery, skills formerly learned only by apprenticeship, but now better taught – and to provide a welcome and induction to a community of professional practice.

***Headline news: Boot Camp awarded NES “Innovation in Training”*** award 2016. Big thanks to the whole faculty, facilitators and admin, volunteer patient actors, and of course all our Bootcamp Trainees.

For further information click here: [www.surgicalbootcamps.com](http://www.surgicalbootcamps.com)



## NHS Highland has Attracted National Recognition .....

..for its quality improvement work including having undertaken more Lean improvement work than any other NHS Scotland organisation. The National QI Hub has commissioned NHS Highland to make our Lean training materials available throughout NHS Scotland.

### Professional networks

*We encourage all professionals to keep up to date and develop new skills, expertise and strong networks.*

*This includes funding annual CPD and monthly audit sessions.*

*We are also increasing our networking approach to delivering care across care settings.*

We are actively collaborating with Institute for Healthcare Improvement (IHI) and Virginia Mason Institute as well as a number of UK universities.

The Scottish Patient Safety Programme is a unique national initiative that aims to improve the safety and reliability of healthcare and to reduce harm, whenever care is delivered. From an initial focus on acute hospitals, our work now includes a range of safety improvement programme including in primary care, mental health and maternity services.

In August 2018 a joint venture between NHS Highland and the University of the Highlands dedicated to quality improvement was launched in Inverness. Highland and Islands Improvement Institute (HI3) will provide training to allow quality improvement to be embedded across organisations, with a current focus on health and social care.

NHS Highland is also a leader in the provision of remote and rural services and delivering medical education in remote and rural settings.

We are pioneering the use of technology to deliver specialist services to all parts of our area to reduce the need for travel but facilitating access to specialist input. NHS Highland continues to host study tours with senior representatives from around the world including South Island in New Zealand), Norway, Powys in South Wales, South Central Foundation in Alaska and the King's Fund (London).

The board has made a significant contribution to the content and direction of the National Clinical Strategy, including the shape of remote and rural medicine, delivery of out-of-hours care and the integration of health and social care.

In 2012 NHS Highland became the first health board in the country to integrate health and social care services by taking on the responsibility for adult social care services.

## Forthcoming developments

A £31m development to update and redesign Critical Care services in Raigmore Hospital is underway.

£38m is set to be invested in an elective care centre for Orthopaedic and Ophthalmology.

The development which will be on the University of the Highlands and Islands Inverness campus (adjacent to Raigmore Hospital) will open its door to patients in 2021.

£40m (£48m including other capital investments in areas) has been secured for new community hospitals for Aviemore and Broadford in Skye (2021).

£30m is being proposed to be invested in Caithness as part of a redesign of health and social care services.

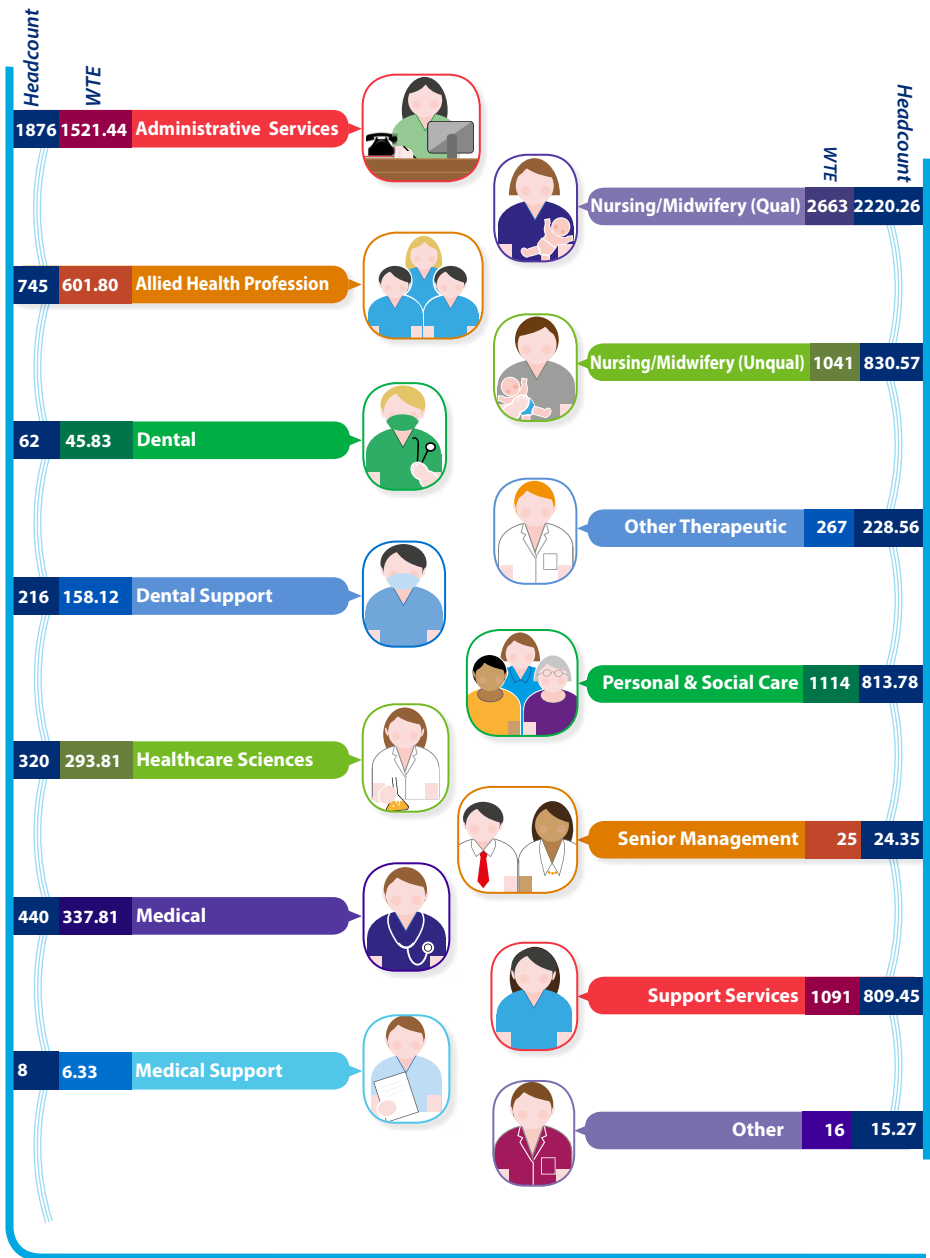


Agreement in principle to replace the Belford Hospital in Fort William.

# All NHS Highland Hospitals

Hospitals		As at 31st March 2019	For period 1st April 2018 to 31st March 2019		
		Number of Beds	Emergency Admissions	Elective Inpatient Admissions	Elective Day Case Admissions
	Raigmore	463	22,590	6,014	13,954
Mid Highland	County Community, Invergordon	28	183	10	
	Ross Memorial	19	75	155	42
South Highland	Ian Charles	13	141	4	
	Nairn Town and County	16	245	11	
	New Craigs	121	449	190	
	RNI Community	30	185	9	
	St Vincent's	10	190	5	
North Highland	Caithness General	45	2,676	135	2,220
	Dunbar	6	33	3	
	Lawson Memorial	23	138	15	798
	Migdale	22	92	3	
	Wick Town and County	6	38	0	
West Highland	Belford	35	1,743	99	297
	Mackinnon Memorial	21	1,338	12	
	Portree	12	46	6	
Argyll and Bute	Campbeltown	20	580	83	85
	Cowal Community	23	740	80	
	Islay	8	192	28	56
	Lorn and Islands	53	2,190	316	326
	Mid-Argyll Community	51	774	41	187
	Mull and Iona Community	3	113	2	
	Victoria	15	335	13	

# Breakdown of staff disciplines and numbers



## Useful Websites



We have chosen a number of websites where you will find very useful information relating to NHS Highland, our area, living in the Highlands, property, tourism, recreation activities.

*Click on the links below:*

[www.nhshighland.scot.nhs.uk/](http://www.nhshighland.scot.nhs.uk/)

- ◆ About NHS Highland
- ◆ About NHS Highland Board
- ◆ About the people of Highland and Argyll and Bute

Meetings and publications

[www.nhshighland.scot.nhs.uk/Publications/Pages/Publications.aspx](http://www.nhshighland.scot.nhs.uk/Publications/Pages/Publications.aspx)

The Highland Quality Approach

[www.nhshighland.scot.nhs.uk/AboutUs/HQA/Pages/Welcome.aspx](http://www.nhshighland.scot.nhs.uk/AboutUs/HQA/Pages/Welcome.aspx)


















Links to recent recruitment videos on you tube:

<https://www.youtube.com/watch?v=aZw62YwKkGI&feature=youtu.be>

Click, you will find a range of interesting videos relating to working in our areas: <http://www.youtube.com/user/NHSHighland>

# Good to Know About



-  [www.facebook.com/Centre-for-Health-Science-138946196116116](http://www.facebook.com/Centre-for-Health-Science-138946196116116)
-  [www.highland.gov.uk/info/827/education\\_and\\_learning](http://www.highland.gov.uk/info/827/education_and_learning)
-  [www.visitscotland.com/destinations-maps/highlands/](http://www.visitscotland.com/destinations-maps/highlands/)
-  [www.northcoast500.com/interactive-map.aspx](http://www.northcoast500.com/interactive-map.aspx)
-  [www.invernesscampus.co.uk/1758.aspx](http://www.invernesscampus.co.uk/1758.aspx)
-  [www.scottishhighlandswebsite.co.uk](http://www.scottishhighlandswebsite.co.uk)
-  [www.enterprisinghighland.com](http://www.enterprisinghighland.com)
-  [www.scotland.com/highlands/](http://www.scotland.com/highlands/)
-  [www.argyll-bute.gov.uk/home](http://www.argyll-bute.gov.uk/home)
-  [www.medicaljobs.scot.nhs.uk](http://www.medicaljobs.scot.nhs.uk)
-  [www.ironworksvenue.com](http://www.ironworksvenue.com)
-  [www.northcoast500.com/](http://www.northcoast500.com/)
-  [www.eden-court.co.uk/](http://www.eden-court.co.uk/)
-  [www.cgh.scot.nhs.uk/](http://www.cgh.scot.nhs.uk/)
-  [www.caithness.org/](http://www.caithness.org/)
-  [www.hspc.co.uk](http://www.hspc.co.uk)
-  [www.hie.co.uk](http://www.hie.co.uk)

# Inverness Airport

## ◆ Inverness Airport wins Scottish airport of the Year 2017

Inverness Airport was named Scottish Airport of the Year at the the prestigious Scottish Transport Awards.



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

*15 minutes drive from Inverness*

Direct Flights to:

- ◆ ► London Heathrow and Amsterdam, two of the largest airports in Europe which will connect you to anywhere in the world. Gatwick, Luton, Belfast City, Bristol, Manchester, Birmingham, Dublin, Stornoway, Benbecula.

Holiday Destinations to:

- ◆ ► Jersey, Italy, Majorca during the summer months.

There is also an airport in Wick, Caithness with daily flights to Aberdeen and Edinburgh

