EXECUTIVE MANAGING DIRECTOR, NEWHAM HOSPITAL

ROLE PROFILE
INTRODUCTION

Barts Health was established in 2012 following a merger of three former organisations and is the largest NHS Trust in England. It incorporates five hospitals in East London and the City (Whipps Cross, Newham, The Royal London, St Bartholomew’s and Mile End) together with community health services for the London Borough of Tower Hamlets. With a turnover of more than £1.3 billion and 16,000 staff, the Trust is committed to delivering high quality and effective patient care to a diverse population of 2.5 million people who rely on it for both general and highly specialist services.

Three of the hospital sites offer full 24 hour, 7 day a week emergency care. The Trust also delivers specialist and tertiary care, including Trauma, Cardiovascular, Cancer, Renal and Neurosciences. Earlier this year the Trust opened the new Barts Heart Centre at St Bartholomew’s Hospital, combining services from St Bartholomew’s, The London Chest and The Heart Hospitals. Over the course of a year the Trust conducts over 50,000 operations, delivers over 15,000 babies, treats 450,000 people in its Accident and Emergency (A&E) Departments and sees around 1.4 million outpatients. The Trust’s contribution to the local economy is vital to east London’s population – Barts Health sits at the heart of the local communities.

The Trust works closely with a wide range of partner organisations, including commissioners, GPs, local authorities and the medical school at Queen Mary University of London. Furthermore, the Trust is a key member of UCL Partners, one of Europe’s largest academic health science partnerships, allowing it to implement improvements in healthcare at scale and pace for patients.

The Trust’s ambition is for east London to have health services in which everyone in the community can take pride. These services reach beyond the Trust’s hospitals to provide care where it is needed most: at home, in local neighbourhoods or in special facilities across the area. Outstanding research, learning and development and a commitment to safety, quality and innovation will allow Barts Health to transform the health of the population and substantially reduce the significant inequalities in health which are prevalent in east London.

The Trust has experienced significant challenges in a number of areas which resulted in it being placed in special measures by the NHS Trust Development Authority (NHS TDA) in March 2015. These include:

- **Quality** - significant concerns were identified by the Care Quality Commission (CQC) in their inspections of Whipps Cross, Newham and The Royal London Hospitals in late 2014 and early 2015, resulting in ‘Inadequate’ ratings in each case.
- **Delivery** – the Trust reported a financial deficit of £79.6 million in 2014/15 and is forecasting a deficit of £134.9 million in the current financial year. Emergency care performance across two of the Trust’s three acute sites has been challenging and it has experienced significant issues with data quality impacting on its ability to publish reliable statistics on how quickly it is seeing patients on its waiting lists.
- **Sustainability** - there is a need to develop and agree a long-term plan for clinical and financial sustainability within the context of a challenged local health economy. The Trust is participating in a local programme, ‘Transforming Service Together’, which brings together providers, commissioners and other partners in the local health system to develop a strategic plan for the delivery of health services in east London.

The improvement journey has already begun with the agreement of a comprehensive improvement plan, *Safe and Compassionate*, focused around the following priorities:
- Safe and effective care
- Workforce
- Outpatients and medical records
- Emergency pathway and patient flow
- Compassionate care and patient experience
- End of life care
- Leadership and organisational development

There is a great deal to do to deliver the necessary improvements for our patients. The Trust Board believes strongly that the momentum already built can be maintained and accelerated further to improve staffing and morale, to raise standards, and embed clinical governance systems and processes across the Trust.

As part of the Trust’s improvement plan, leadership of the hospital sites has been strengthened recently with the appointment of dedicated Hospital Management Teams - including a Managing Director, Medical Director and Director of Nursing for each of the main sites – accountable for day-to-day delivery on the site. Alongside these changes, the Board has agreed a revised corporate directorate structure to support delivery of operational performance and strategic planning.
1. **ROLE DETAILS**

   **Role Title:** Managing Director, Newham Hospital  
   **Grade:** Trust Grade Director  
   **Location:** Newham Hospital  
   **Accountable to:** Chief Operating Officer

2. **ROLE PURPOSE**

   The Executive Managing Director (MD) is accountable for leading hospital site strategy and clinical operational delivery to ensure services provide optimum patient care and experience, and ensure efficient use of resources. As a member of the Executive team across Barts Health Trust, to share corporate responsibility for the overall strategic direction and management of the Trust to deliver Trust wide performance objectives and patient outcomes.

   The MD will ensure there is a constant and visible site leadership function to direct and lead the Senior Management Team to assure delivery of both site specific and Trust wide Clinical Academic Groups’ strategies and work plans. The role is responsible for enabling and establishing a positive ‘can do’ and thriving culture through excellent communication and engagement within and outside of the hospital site.

   The MD role will have a critical role to play in deploying ground breaking strategic thinking and leadership which can lead and enable transformation of healthcare to patients through stakeholder partnership working across London.

3. **DIMENSIONS**

   The turnover of the Trust is £1.3 Billion and operates with an establishment of around 16,000.

   **Budgetary:** £110m  
   **Hospital Staff Establishment:** 1754 wte  
   **Located:** Newham Hospital
4. KEY RESULT AREAS

a. Leadership

Team Responsibility

• Develop a cohesive site based leadership team through the Nursing and Medical Directors and together develop clear work plans for assurance and improvement within the hospital and across the full range of community services.

• Lead the shaping and development of innovative models of integrated care with external multi-agency partners. Maximise opportunities for innovation to provide seamless and high quality patient care across acute and out-of-hospital services.

• Creation and leadership of a positive engaging work environment which enables staff to flourish and be the best they can be to deliver good outcomes for patients

• Develop supporting groups which include Senior CAG and Trust wide representation at site senior leadership meetings and day to day clinical and operational issues

• Ensure the senior team has a presence within the hospital site and is known as being a strong positive representation of Barts Health leadership, vision and values

• Together support and collectively lead all improvement programmes and as required

Site Responsibilities

• Responsible for all hospital and community services site related teams including Site Management, discharge teams and lounges, Emergency Planning and community nursing teams and ensure all teams support the successful delivery of day to day management of the hospital services to maximise patient flow.

• Develop and nurture strong partnership working with support services including Estates, Facilities, HR, Finance and IT to ensure the hospital always function at its best. Where there are PFI’s also represent the hospital in contract management.

• Lead the staff engagement programme for the hospital to enable and ensure consistent, clear, concise regular staff communication is used as opportunity to engage staff including CAG involvement to the appropriate standard, consistently looking for opportunities to communicate with all staff and to create, drive and deliver suitable formal staff briefings

• Ensure all hospital site orientated information is reported as required both internally and externally
Enable the Trust’s adoption of ‘Listening Into Action’ in order to maximise staff led change, amongst medical staff, quickly for the benefit of patients and staff themselves. (Listening into Action is a new innovative staff engagement approach being adopted by the Trust which will be led by front-line teams and supported by managers and corporate functions, to implement Safe and Compassionate, which is the Trust’s quality improvement plan).

b. Strategic Development

- Work as a dynamic, innovative leader using a positive, strong influencing style to ensure the hospital is run effectively and to budget – ensuring that the hospital and Barts Health are portrayed in a positive, collaborative manner.

- As an executive team member responsible for enhancing wider local health system stakeholder communication and engagement in the development of the strategic direction for site based and out-of-hospital care.

- To lead site services in the Trust business planning cycle.

- Represent the Trust at local level including CCG, Local Authority, Health and Wellbeing, Healthwatch meetings and other appropriate meetings

- To contribute to Trust wide programmes of work and take the lead on specific areas as requested by the Trust Board

c. Operational and Performance

- Ensure the sites deliver quality, operational, financial and workforce performance against agreed plans.

- Regularly review Quality and Safety, Governance and Risk, Operational Performance and other statutory and mandatory key performance indicators at site level to ensure all areas are performing and monitored.

- Work with Trust to assure all reporting is accurate and timely and information is issued regularly and properly to enable continued learning and improvement for patient outcomes.

- Take opportunities to review performance and triangulate information produced through visits to operational areas, observing behaviours, and undertaking honest, supportive and open discussions with staff.

- Review performance at hospital level to ensure consistent and good performance happens, and where there are performance gaps or failures, lead, support and direct site teams to undertake remedial action required in a timely manner.
• Seek, share and drive opportunities with the Trust which improve service delivery and performance to the highest level possible thus contributing to the overall success of Barts Health.

d. **Clinical**

• With the Medical Director and Hospital Director of Nursing and other Trust senior leaders seek out opportunities to challenge poor practice in all areas including clinical quality, patient experience and operational ineffectiveness and put remedial actions in place to ensure and evidence improvement and demonstrate that quality and safety are of the utmost priority in the daily operation of the hospital.

• The MD role will forge and cultivate highly effective relationships and strong partnership working with Clinical Academic Groups and Clinical Networks.

e. **Governance**

• Responsible for corporate governance across the site and ensures site assurance arrangements are robust and fit for purpose. Contribute to the corporate assurance agenda by representing the hospital at assurance meetings and discussions.

• As the lead executive director for the site to establish effective relationships and assurance systems with key regulatory bodies including discharge responsibilities to ensure full compliance with CQC registration requirements and wider patient safety agenda, for example, NHS England, CCGs and the National Health Service Litigation Authority (NHSLA).

• Assure the Executive Board of Barts Health to the continued delivery of site specific and Trust wide commitments made in the Improvement Plan.

e. **Equality and Diversity**

Actively ensure that the organisation is meeting its statutory responsibilities in respect of equality and diversity.

f. **Personal and Staff Development**

All staff are expected to participate in individual performance management processes and reviews. Senior leaders are expected to encourage and develop a high performance culture individually, with their teams and across the organisation.

g. **On Call**

To participate in the relevant Trust on call rota and provide practical leadership, advice and guidance.

5. **COMMUNICATIONS AND WORKING RELATIONSHIPS**

• Executive Team, Barts Health
Senior Management Team at hospital site
Clinical Directors, Senior Nursing and AHP leadership
Clinical Site Team
Emergency Planning
Clinical Academic Groups and Networks
Staff side representatives
Corporate Senior teams including nursing, finance, HR, Estates, IT
CCGs, CSUs, HealthWatch, Trust Development Authority, Care Quality Commission, OSC’s Health and Wellbeing Boards, Other local hospitals
Local Authority
Other local providers including Community and Primary Care, Mental Health and Social Services
Local Voluntary and Representative Groups

6. ADDITIONAL INFORMATION

6a. Professional Standards

As an NHS Manager, you are expected to follow the Code of Conduct for NHS Managers (October 2002) www.nhsemployers.org/~media/Employers/Documents/Recruit/Code_of_conduct_for_NHS_managers_2002.pdf. All staff employed in recognised professions are required to ensure they work to the professional standards and/or Codes of Practice set out for their professional group.

6b. Equal Opportunities and Dignity at Work

It is the aim of Barts Health NHS Trust to ensure that no job applicant or employee receives less favourable treatment on the grounds of race, colour, creed, nationality, ethnic or national origin, sex, marital status or on the grounds of disability or sexual preference, or is placed at a disadvantage by conditions or requirements which cannot be shown to be justifiable. Selection for training and development and promotion will be on the basis of an individual’s ability to meet the requirements of the job. To this end Barts Health NHS Trust has an Equal Opportunities Policy and it is for each employee to contribute to its success. All staff should treat other staff, patients and the public with dignity and respect.

6c. Appraisal

All staff will actively participate in an annual Appraisal process. All staff should have a personal/professional development plan and in conjunction with their manager, should actively determine and pursue agreed training and development needs and opportunities.

6d. Statutory and Mandatory Training

All staff need to ensure that their statutory and mandatory training is up to date so that they can work safely and efficiently to provide the very best care to our patients. It is essential that all staff
are fully compliant with the Statutory and Mandatory training as outlined in the Trusts Statutory and Mandatory Policy

6e. Safeguarding

Barts Health NHS Trust is committed to safeguarding and protecting children and vulnerable adults. All health employees have responsibility for safeguarding and promoting the welfare of children and young people in accordance with "Working Together to Safeguard Children" HM Gov 2006. This applies to employees with both direct and indirect contact with children and families.

Employees who do not provide specific services for children and families or vulnerable adults require basic knowledge of their responsibilities to identify and refer concerns appropriately. All employees must undertake training in safeguarding children and vulnerable adults but will have different training needs to fulfil their responsibilities depending on their degree of contact with vulnerable groups and their level of responsibility.

6f. Confidentiality and Data Protection

Employees will have access to confidential information and will be required to ensure that the highest level of confidentiality is maintained at all times, adhering to all policies relating to confidentiality.

Employees are required to obtain, process and/or use person identifiable information in a fair and lawful way. The use of such information is governed by the Data Protection Act 1998 (DPA) and includes both manual and electronic records. Staff are expected to hold data only for the specific registered purpose and not to use or disclose it in any way incompatible with such purpose, and to disclose data only to authorised persons or organisations as instructed, in accordance with the Data Protection Act 1998.

6g. Access to Health Records

All staff who contribute to patients’ health records are expected to be familiar with, and adhere to Barts Health NHS Trust’s Records Management Policy. Staff should be aware that patients’ records throughout Barts Health NHS Trust will be the subject of regular audit. In addition, all health professionals are advised to compile records on the assumption that they are accessible to patients in line with the Data Protection Act 1998. All staff that have access to patients’ records have a responsibility to ensure that these are maintained and that confidentiality is protected in line with Barts Health NHS Trust Policy.

6h. Health and Safety

All staff are required to comply with the requirements of the Health and Safety at Work Act and other relevant health and safety legislation and Barts Health NHS Trust Policies and Procedures. All staff are required to make positive efforts to promote their own personal safety and that of others by taking reasonable care at work, by carrying out requirements of the law or following recognised codes of practice and co-operating with safety measures provided or advised by Barts Health NHS Trust to ensure safe working.
Managers are responsible for implementing and monitoring any identified risk management control measures within their designated area/s and scope of responsibility. In situations where significant risks have been identified and where local control measures are considered to be potentially inadequate, managers are responsible for bringing these risks to the attention of the appropriate Committee if resolution has not been satisfactorily achieved.

All staff must ensure that waste produced within Barts Health NHS Trust is disposed of in such ways that control risk to health, or safety of staff and the public alike in accordance with relevant legislation and procedures contained within the policy.

6i. Infection Control

Barts Health NHS Trust has made a public commitment to make healthcare associated infection a visible and unambiguous indicator of the quality and safety of patient care and work towards reducing it. All Directors and staff will demonstrate their ownership of, and their support, to this goal through management and corporate action.

6j. No Smoking Policy

There is a no smoking policy in operation in Barts Health NHS Trust. In accordance with this policy smoking is positively discouraged and is not permitted in any areas.

7. REVIEW OF RESPONSIBILITIES AND DUTIES

This role profile is not an exhaustive list of duties, but is intended to give a general indication of the range of work undertaken and will vary in detail in the light of changing demands and priorities within the organisation. Substantial changes in the range of work undertaken will be carried out in consultation with the role holder.

8. CQC FIT AND PROPER PERSONS TEST (FPPT)

All NHS Directors are expected to comply with the Fit and Proper Persons Test, and this post will be subject to all the relevant checks contained within the regulations relating to FPPT.

9. VALUES OF OUR ORGANISATION

All candidates and role holders are expected to help us live our values in order to deliver the high standards of care.

The Barts Health vision and values were developed with staff, patients and stakeholders, and define the way we are perceived as individuals and as an organisation. They set out how we expect staff to behave, what we believe in and what we aspire to.

Our vision

Our ambition is for east London to have health services in which we can all take pride. These services will reach beyond our hospitals and provide care where it is needed most – at home, in our
communities, or in specialist facilities across the boroughs. Outstanding research, a commitment to learning and improvement, and a focus on partnership, will allow Barts Health to succeed. Success will see the health of the population transformed and inequalities in health reduced substantially. This commitment is what defines our organisation and our values.

Our values

Our core behaviors set out how all of us will work, regardless of the role we hold in the organisation. These behaviors, consistently carried out, will embed the Barts Health values in our everyday working lives, and support delivery of our vision to change lives.

Value: Caring and compassionate with patients, each other and our partners.

At Barts Health, we champion dignity, compassion and respect, putting the individual at the heart of all decisions, striving to get it right for every person, every time.

Our behaviors:

- Welcoming and courteous
- Dignity and respect
- Humanity and kindness
- Meet basic needs

Value: Actively listening, understanding and responding to patients, staff and our partners.

Engagement and involvement is essential in making improvements. We engage our staff and patients to achieve; better patient and staff experiences, fewer mistakes and better clinical outcomes

Our behaviors:

- Listen and involve
- Understand and respond
- Engage with others
- Open and honest

Value: Relentlessly improving and innovating for patient safety.

We support and challenge ourselves and others to do better. Being average isn’t good enough, we strive for excellence. We believe we can always do better.

Our behaviors:

- Get things right
• Try new ideas
• Improve through learning
• Strive for excellence

**Value: Achieving ambitious results by working together.**

We all need to understand the big health issues facing our population and use every opportunity to promote good health. Working as a cohesive team across Barts Health, we recognise the importance of partnership in achieving success, be that with staff, patients, communities, or any other partners to achieve life changing results.

Our behaviors:

- Personal responsibility
- Team working
- Promote good health
- Courage to speak up

**Value: Valuing every member of staff and their contribution to the care of our patients.**

Whether a staff member has a clinical or non-clinical role, is involved in direct patient care or is undertaking a supporting function (e.g. finance, information technology, estates, human resources) everyone at Barts Health is making an important contribution to patients’ experiences. Ensuring staff are appropriately trained, feel valued and empowered to make decisions in the best interest of patients is vital.

Our behaviors:

- Appreciate colleagues
- Develop others
- Build trust
- Fairness and equality
# PERSON SPECIFICATION

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<th>ROLE</th>
<th>Managing Director, Newham</th>
<th>PAY BAND</th>
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<td>DEPARTMENT</td>
<td>Chief Operating Officer</td>
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<td><strong>Experience</strong></td>
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<td>Previous experience as an Executive Director responsible for Operations</td>
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<td>Experience of increasing staff engagement and motivation to improve performance</td>
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<td><strong>Knowledge</strong></td>
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<td>Ability to operate effectively in clinical academic operational environment with multiple stakeholders</td>
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<td>Motivational skills to lead staff to deliver operational objectives and standards</td>
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<td>Highly developed communication and interpersonal skills both verbal, written and presentation together with excellent listening skills including facilitation</td>
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<td>Proactive, versatile and problem solving approach</td>
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