

# SHAPE YOUR STORY

## Recruitment Information Pack



**Chief Executive Officer  
Royal London and Mile End Hospitals**



## About Barts Health

As a healthcare provider and a major local employer, our vision is to be a high performing group of NHS hospitals, renowned for excellence and innovation and providing safe and compassionate care to our patients in east London and beyond. With this, we recognise our role with staff and in the wider community to promote equality and eliminate discrimination.

We operate from four major hospital sites (Newham, The Royal London, St Bartholomew's and Whipps Cross) and a number of community locations, including Mile End hospital. Around 2.5 million people living in east London look to our huge range of clinical services to provide them with the healthcare they need.

As well as district general hospital facilities for three London boroughs, Tower Hamlets, Waltham Forest and Newham, we have the largest cardiovascular centre in the UK, the second largest cancer centre in London, an internationally-renowned trauma team, and the home of the London Air Ambulance. The Royal London also houses one of the largest children's hospitals in the UK, a major dental hospital, and leading stroke and renal units.

We're also proud to be part of UCLPartners, Europe's largest and strongest academic health science partnership. The objective of UCLPartners is to translate cutting edge research and innovation into measurable health gain for patients and populations through partnership across settings and sectors, and through excellence in education.

Making our Trust a truly equitable place to work is the first priority in our operational plans. Inclusion and belonging will be at the heart of everything we do at Barts Health, with every member of staff living our WeCare values. In our WeBelong strategy, we have made a strong commitment to overhauling our recruitment processes, HR structures and embarking on an ambitious cultural intelligence programme to transform our culture. This year we are also doing even more engagement with our community to ensure equal access and that the services we provide reduce healthcare inequalities.

We are optimistic that the collaboration between Barking, Havering and Redbridge University Hospitals NHS Trust and Barts Health NHS Trust offers us a great opportunity to achieve positive outcomes for the population we serve and improve the wellbeing and experience of our teams.

### For more information on Barts Health NHS Trust, please see:

- How we are managing the pandemic
- Annual reports and quality accounts
- CQC report
- Whitechapel Life Sciences Centre plans
- East London Health & Care Partnership
- Safe and Compassionate: Getting to good and outstanding
- Equality, diversity and inclusion









## WeCare about our ambition for excellence

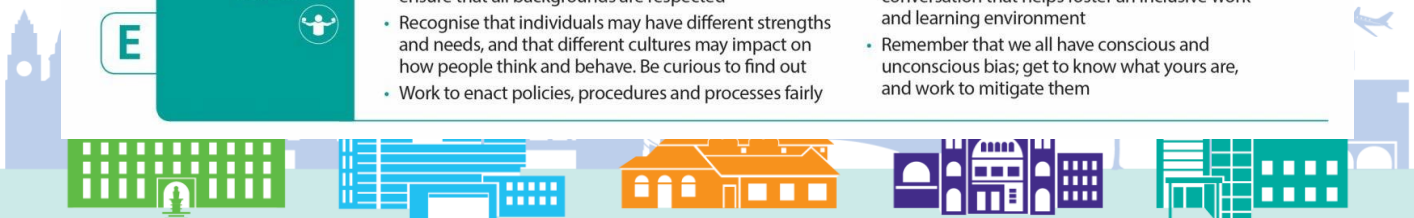
- Our WeCare values shape everything that we do, every single day. They are visible in every interaction we have with each other, our patients, their families and our partners.
- WeCare about everything from the appointment letters our patients receive, to the state of our facilities when they walk through the door, to the care and compassion they receive when they are discharged. WeCare that the people who join our trust will hold the same values as we do, so our values are embedded within our recruitment and selection processes. WeCare that you feel valued working here, so our values also guide our training and development and performance and talent management. WeCare about working with suppliers that live and breathe our values too.
- We have come a long way on our journey to delivering safe and compassionate care. By embracing these values as the way we behave around here, we will achieve our ambition for excellence.

# WeCare

### Our Vision

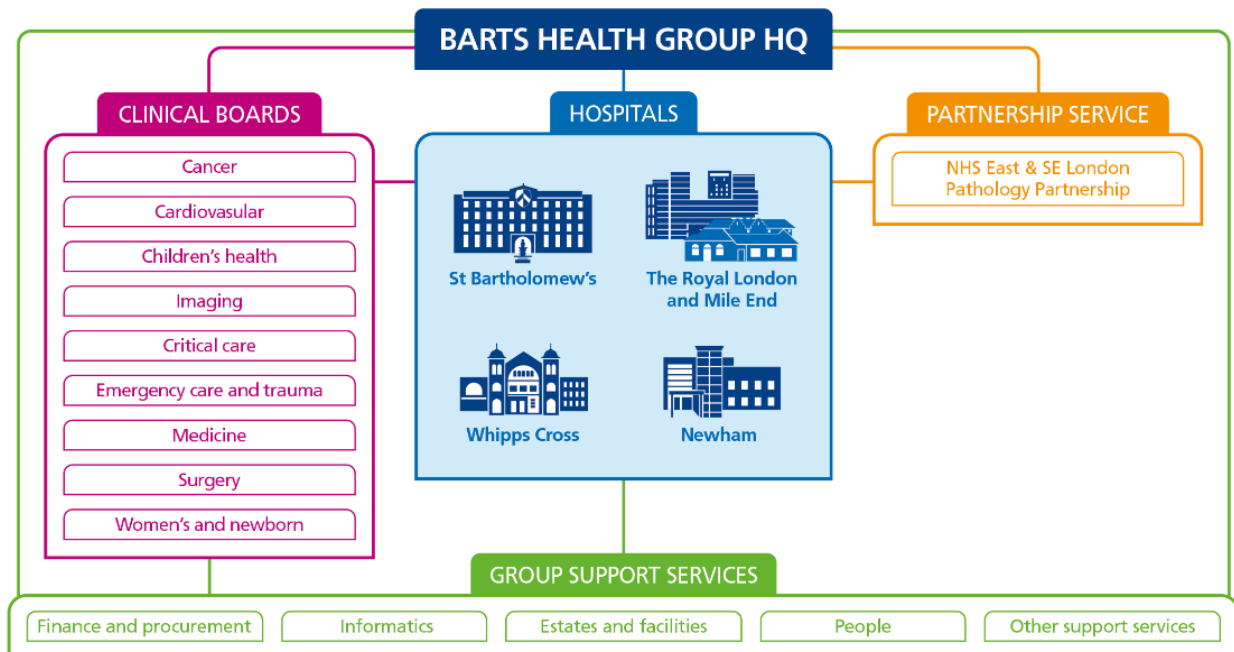
To be a high-performing group of NHS hospitals, renowned for excellence and innovation, providing safe and compassionate care to our patients in east London and beyond.

Value	Key behaviours
<b>W</b> WELCOMING 	<ul style="list-style-type: none"> <li>• Introduce yourself by saying "Hello, my name is ..."</li> <li>• Smile and acknowledge the other person(s) presence</li> <li>• Treat others as you would wish others to treat you</li> </ul> <ul style="list-style-type: none"> <li>• Ensure the environment is safe and pleasant for our patients, our colleagues and our visitors</li> </ul>
<b>E</b> ENGAGING 	<ul style="list-style-type: none"> <li>• Get involved in making improvements and bring others with you</li> <li>• Encourage feedback from patients and colleagues and respond to it</li> <li>• Acknowledge efforts and successes; say thank you</li> </ul> <ul style="list-style-type: none"> <li>• Use feedback to make improvements, and empower colleagues to do this without needing to seek permission</li> <li>• Appreciate that this may be a new experience for patients and colleagues; help them to become comfortable</li> </ul>
<b>C</b> COLLABORATIVE 	<ul style="list-style-type: none"> <li>• Give time and energy to developing relationships within and outside own team</li> <li>• Demonstrate pride in Team Barts Health</li> </ul> <ul style="list-style-type: none"> <li>• Respect and utilise the expertise of colleagues</li> <li>• Know your own and others' part in the plan</li> </ul>
<b>A</b> ACCOUNTABLE 	<ul style="list-style-type: none"> <li>• Always strive for the highest possible standard</li> <li>• Fulfil all commitments made to colleagues, supervisors, patients and customers</li> <li>• Take personal responsibility for tough decisions and see efforts through to completion</li> </ul> <ul style="list-style-type: none"> <li>• Admit mistakes, misjudgements, or errors; immediately inform others when unable to meet a commitment; don't be afraid to speak up to do the right thing</li> <li>• Do not pretend to have all the answers; actively seek out those who can help</li> </ul>
<b>R</b> RESPECTFUL 	<ul style="list-style-type: none"> <li>• Be helpful, courteous and patient</li> <li>• Remain calm, measured and balanced in challenging situations</li> </ul> <ul style="list-style-type: none"> <li>• Show sensitivity to others' needs and be aware of your own impact</li> <li>• Encourage others to talk openly and share their concerns</li> </ul>
<b>E</b> EQUITABLE 	<ul style="list-style-type: none"> <li>• Value the perspectives and contributions of all and ensure that all backgrounds are respected</li> <li>• Recognise that individuals may have different strengths and needs, and that different cultures may impact on how people think and behave. Be curious to find out</li> <li>• Work to enact policies, procedures and processes fairly</li> </ul> <ul style="list-style-type: none"> <li>• Be open to change and encourage open, honest conversation that helps foster an inclusive work and learning environment</li> <li>• Remember that we all have conscious and unconscious bias; get to know what yours are, and work to mitigate them</li> </ul>



## Group structure and key dimensions

Our group model



## Key Working relationships for Royal London and Mile End Hospitals CEO

- Group Executive Team, Barts Health
- Hospital Executive Team
- Clinical Directors, Senior Nursing and AHP leadership
- Clinical Site Team
- Emergency Planning
- Clinical Boards and Networks
- Staff side representatives
- Corporate Senior teams including nursing, finance, HR , Estates, IT
- ICS, CCGs, CSUs, HealthWatch, NHS England and NHS Improvement, 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





## About the Royal London and Mile End Hospitals

### The Royal London Hospital

The Royal London is a leading, internationally renowned teaching hospital based in east London.

We offer a full range of local and specialist services, which includes [one of the largest children's hospitals in the UK](#) with one of London's busiest paediatric accident and emergency departments. Home to [London's Air Ambulance](#), The Royal London is also one of the capital's leading trauma and emergency care centres and hyper-acute stroke centres, a major dental hospital and a leading renal unit. We have a Hospital budget of £693m and staff of 6,798 wte.



### Mile End Hospital

Barts Health provides a range of outpatient and diagnostic services on the Mile End site and we are excited to have opened a £5m early diagnosis centre in December 2020, planned and delivered in partnership with the North East London Cancer Alliance and our partners at BHRUT and the Homerton Hospitals. This facility compliments the services that are located at Mile End Hospital and further develops the diagnostics centre of excellence and Out Patients offer on the site.

We are proud to share the Mile End Hospital site with our system partners including East London NHS Foundation Trust, services for the GP Care Group, and Moorfields Eye Hospital who provide outpatient ophthalmology services on the site. The site also accommodates commissioner offices, research and training facilities for our academic neighbours at Queen Mary University of London, a Healthwatch base, the Whizz-Kids wheelchair services.

The future of Mile End Hospital is exciting with a clear system and integration theme running through everything we do. There are further plans to build an MRI unit and move more outpatient and ambulatory services to site and away from the acute hub at The Royal London Hospital making services as accessible as possible for our local population.





**The Royal London Hospital  
CQC Results**



**4 years**  
to move  
from **inadequate**  
to **good**

**80%** of our care has  
been rated as  
**good** or  
**outstanding**

#movingonup

BH4519

**2019 The Royal London CQC ratings**



	Safe	Effective	Caring	Responsive	Well-led	Overall
Urgent and emergency services	Good	Good	Good	Requires improvement	Good	Good
Medical care (including older people's care)	Requires improvement	Good	Good	Requires improvement	Good	Requires improvement
Surgery	Good	Good	Good	Requires improvement	Good	Good
Critical care	Good	Good	Outstanding	Requires improvement	Good	Good
Services for children and young people	Requires improvement	Good	Good	Good	Good	Good
End of life care	Good	Good	Good	Good	Good	Good
Outpatients	Good	N/A	Good	Requires improvement	Requires improvement	Requires improvement
Maternity and gynaecology	Good	Good	Good	Good	Outstanding	Good
Dental	Good	Outstanding	Outstanding	Requires improvement	Outstanding	Good
<b>Overall</b>	Good	Good	Good	Requires improvement	Good	Good



## Our History

Barts Health and specifically The Royal London and Mile End Hospitals are steeped in history. Here are some facts about our hospitals.

### The Royal London Hospital

- The Royal London Hospital, originally known as the London Infirmary dates its origins to 23 September 1740 when it was set up to support those who couldn't pay for their own healthcare.
- The Royal London Hospital was the first hospital in England to house its own medical school, and in 1895 became the first to offer preliminary training school for nurses.
- In World War I some of the first casualties brought back to Britain were taken to The Royal London. The hospital was badly affected by the Blitz and although some services evacuated, the site continued to be operational throughout the wars.
- By the early 20th century the hospital had become the largest charitably funded general hospital in the United Kingdom with over 1,000 beds and continued to lead the way clinically.
- The London Hospital was granted its Royal title by Her Majesty Queen Elizabeth II in 1990 to celebrate the 250th anniversary of its opening on the Whitechapel site. In 2012, with space in mind a new state-of-the-art hospital was built on the Whitechapel site. The new Royal London Hospital building was officially opened by Queen Elizabeth II in 2013.

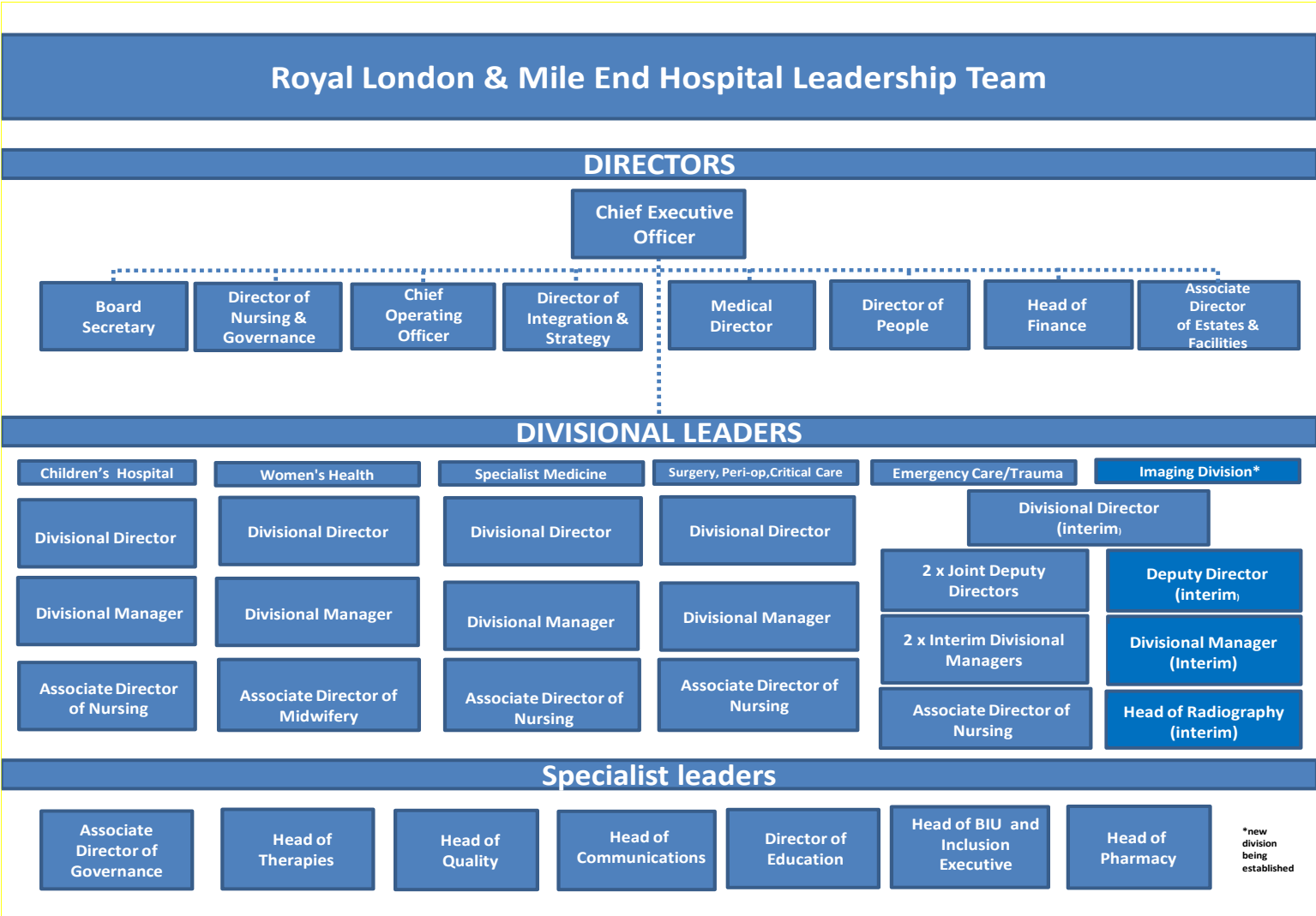
### Mile End Hospital

- The site of what was later to become Mile End Hospital was acquired by the Board of Guardians of the poor of Mile End Old Town.
- A workhouse was built on the site between 1858 and 1859 and within a few years over 500 adults and 170 children were residing at the workhouse. With the population of Mile End topping 110,000 by 1881, many of the workhouse buildings were demolished to make way for a new Mile End Infirmary, opened in 1883.

For more about our history watch our [280th anniversary video](#) or visit our website for more information about [Barts and the London School of Medicine and the London Infirmary](#).



# Our Leadership Team





## About the Role

### The Opportunity

Working in close partnership across the local health economy, with academic partners, and with national institutions, we have made significant changes in recent years, embedding a culture of improvement, accountability and ambition for the communities we serve.

As Chief Executive of Royal London and Mile End Hospitals and member of the group executive, you will contribute to our strategy and future development as we enter this new phase during and post-pandemic. COVID-19 has put unprecedented strain on the NHS and Barts Health has been at the epicentre of the pandemic response: our colleagues have shown extraordinary skill, dedication, flexibility and compassion in caring for patients throughout.

You will be the person taking forward our workforce and strategy as we enter this new phase. Our vision is to be known for excellence and innovation, and for providing safe and compassionate care to the people of east London and beyond – and it is our colleagues who make that happen. You will be accountable for leading hospital strategy and clinical operational delivery to ensure services provide optimum patient care and efficient use of resources. As a member of the Group Executive team across Barts Health NHS Trust, you will share corporate responsibility for the overall strategic direction and management of the Trust, as well as contributing to wider system leadership in the London Borough Tower Hamlets.

The CEO will ensure there is a constant and visible hospital leadership function to direct and lead the Hospital Executive Team to assure delivery of both hospital specific and Trust wide Clinical strategies and work plans. The role is responsible for enabling and establishing an inclusive, positive and 'can do' culture through excellent communication and engagement within and outside of the hospital.

Inclusion is central to everything we do and is everyone's responsibility at Barts Health. It is especially important for our leaders to champion and role model inclusion. All our leaders must be visible allies on our journey to equality and take action to create more equality in their teams, departments and services. As CEO you will play a visible and active role in ensuring that equality is the golden thread running through everything we do.

The CEO 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. As we embark upon our collaboration with Barking, Havering and Redbridge University Hospitals NHS Trust, the CEO will ensure we work well with BHRUT and other partners to reduce health inequalities and plan for local population growth.

The CEO will have a critical role as the place-based leader for the Trust within the Borough Tower Hamlets. This will include developing and maintaining relationships with local leaders (e.g., MPs and local councillors), as well as local partners like the Local Authority, primary care and voluntary sector.



## Main duties, responsibilities and results areas

### Strategic Leadership

- Develop a cohesive hospital-based leadership team, including nursing, medical and operations, and develop clear work plans for assurance and improvement within the hospital.
- 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 an inclusive, positive and 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 Clinical Board and Trust wide representation at hospital executive board meetings and day to day clinical and operational issues.
- Ensure the hospital executive team has a presence within the hospital and is known as being a strong positive representation of Barts Health leadership, vision and values
- Develop and a strong and effective quality improvement programme throughout the hospital using the Barts Health WelImprove approach. Support and collectively lead all improvement programmes as required.
- Promote and facilitate matrix and system working leveraging the benefits of the group model and provider collaboration

### Hospital Responsibilities

- Responsible for all hospital operational 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 partnerships working with support services including Estates, Facilities, HR, Finance and IT to ensure the hospital always functions at its best.
- 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 Clinical Board 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 orientated information is reported as required both internally and externally.



## 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.
- Enhance wider local health system stakeholder communication and engagement in the development of the strategic direction for hospital based and out-of-hospital care.
- Lead hospital services in the Trust business planning cycle.
- Act as the place-based leader for the Trust within Tower Hamlets borough. Develop and maintain relationships with local leaders (e.g., MPs and local councillors), as well as local partners including the Local Authority, CCG and ICS.
- Represent the Trust at a local level including CCG, Local Authority, Health and Wellbeing, Healthwatch meetings and other appropriate meetings.
- Contribute to Trust wide programmes of work and take the lead on specific areas as requested by the Trust Board.
- Work with key stakeholders, including QMUL and DHSC, to progress the development of the Whitechapel life sciences campus.
- Work with Group Executive Colleagues to ensure delivery of the group surgical strategy.

## Operational and Performance

- Ensure the hospital delivers quality, operational, financial and workforce performance against agreed plans.
- Use best practice models and intelligence, such as GIRFT and Model Hospital Portal, to drive improvement in productivity across all operational and clinical functions.
- Regularly review Quality and Safety, Governance and Risk, Operational Performance and other statutory and mandatory key performance indicators at hospital level to ensure all areas are performing and monitored.
- Work with colleagues within the 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 hospital 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.
- Accountable for services within the Trust where Royal London and/or Mile End Hospital is the lead hospital
- Work across the group and with Hospital CEOs to ensure High Cost Low Volume (HVLC) and other clinical pathways work effectively, in the interest of patients and wider group objectives.
- Provide leadership at hospital and local system level to ensure the Urgent and Emergency and Urgent Care pathways work effectively and optimise patient flow and discharge.
- Participate in the Hospital Director on call rota as required.

### **Quality and Clinical**

- Ensure effective clinical governance and surveillance structures are in place built on a robust and intelligent ward to board reporting framework.
- Develop a culture of continuous quality improvement based on a clear vision for leading the hospital to and Outstanding CQC assessment.
- With the Hospital 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
- Forge and cultivate highly effective relationships and strong partnership working with Clinical Boards and Clinical Networks.
- Promote multidisciplinary clinical practice to enhance patient care and service transformation

### **Governance**

- Responsible for corporate governance across the hospital - ensure hospital 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 hospital, 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 and NHS Improvement, CCGs and NHS Resolution





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

### **Equality and Diversity**

- Lead on developing a fair and inclusive culture that ensures equity for our staff and service users
- Be a visible champion of the Trust's inclusion strategy (WeBelong) at both a site and group level, promoting a culturally intelligent leadership style.
- Actively ensure that the organisation is meeting its statutory responsibilities in respect of equality and diversity.

### **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.



## Person specification

### Experience

- Significant senior management experience in an NHS acute Trust, operating at Board level
- Experience of increasing staff engagement and motivation to improve performance
- Experience of leading services and/or transformational change
- Experience of managing complex problems
- Demonstrable track record of sound financial and operational management in a Board level position
- Demonstrable track record of operational performance improvement

### Skills

- Ability to encourage multi-professional team working and problem solving
- Ability to think and plan strategically, tactically and creatively
- Highly developed communication and interpersonal skills both verbal, written and presentation together with excellent listening skills including facilitation
- Ability to seek and exploit opportunities to advance objectives

### Personal Attributes

- Demonstrates effective partnership working with internal and external stakeholders
- Demonstrates strong commitment to action to achieve equality, diversity and inclusivity in the provision of services and staffing
- Compassionate and inclusive leadership style with ability to develop a culture in which all individual can thrive and feel a sense of belonging
- Ability to influence, negotiate and persuade regarding complex or sensitive issues
- Ability to operate effectively in clinical academic operational environment with multiple stakeholders
  
- Motivational skills to lead staff to deliver operational objectives and standards
- Robust and persistent in the pursuit of objectives and maintaining personal credibility
- Proactive, versatile and problem solving approach
- Able to prioritise and work under pressure
- 

### Candidates must have:

- Degree level education or equivalent
- Evidence of continuous personal and professional development

## NHS Manager's Code of Conduct

As an NHS manager, you are expected to follow the code of conduct for NHS managers  
[www.nhsemployers.org/](http://www.nhsemployers.org/)



## Safeguarding adults and children

Employees must be aware of the responsibilities placed on them to maintain the wellbeing and protection of vulnerable children and adults. If employees have reason for concern that a patient is 'at risk' they should escalate this to an appropriate person i.e. line manager, safeguarding children's lead, matron, ward sister/change nurse, site manager, consultant.  
[www.nmc-uk.org/](http://www.nmc-uk.org/)

## Terms of appointment

The appointment of the CEO will be full-time. They will be expected to work across and be visible to colleagues at all of the Trust's sites. You will report to the Group CEO of Barts Health.

### Remuneration and benefits

The salary for this role will be commensurate with the skills required to contribute effectively in such a large and complex organisation.

### NHS Pension Scheme

The NHS provides an attractive pension scheme. Full details and the scheme guide can be found on the NHS Pensions website.

### Annual leave

Annual leave entitlement runs from 1 April – 31 March. Leave entitlement is as follows: -

Less than 5 years NHS service	27 days per annum
5 – 10 years NHS service	29 days per annum
10 years plus NHS service	33 days per annum

Plus 8 bank holidays per year.

## How to apply

Alumni is acting as an employment agency advisor to Barts Health NHS Trust on this appointment.

Candidates should apply for this role through [www.alumniglobal.com/bartshealth/](http://www.alumniglobal.com/bartshealth/)

The closing date for applications is Thursday 5<sup>th</sup> May 2022

\* The equal opportunities monitoring online form will not be shared with anyone involved in assessing your application. Please complete as part of the application process.

## GDPR personal data notice

According to GDPR guidelines, we are only able to process your Sensitive Personal Data (racial or ethnic origin, political opinions, religious or philosophical beliefs, trade union membership, genetic data, biometric data, health, sex life, or sexual orientation) with your





**Barts Health**  
NHS Trust

express consent. You will be asked to complete a consent form when you apply and please **do not** include any Sensitive Personal Data within your CV (although this can be included in your covering letter if you wish to do so), remembering also not to include contact details for referees without their prior agreement.

