

SHAPE YOUR STORY

Recruitment Information Pack



Group Chief Operating Officer



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.

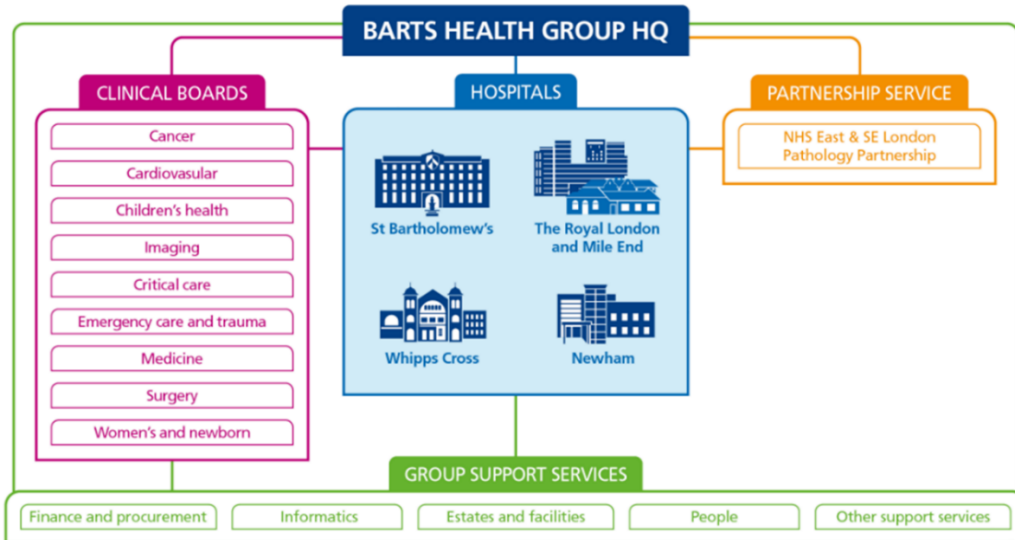
We're also proud to be part of UCLPartners, Europe's largest and strongest academic health science partnership. The objective of UCLPartners is to translate cutting edge research and innovation into measurable health gain for patients and populations through partnership across settings and sectors, and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

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](#)



Group structure



The Role

The Barts Health Group Model is a key component of our success story. The group leadership functions ensure that our group of hospitals work together to deliver our priorities for patients in north-east London, connecting with partners across our healthcare system to do so.

We are currently in the process of designing a provider collaboration with our neighbours at Barking, Havering and Redbridge, and have appointed a Chair in Common and a Group Chief Executive in pursuit of this aim. Alongside this, a wider acute provider collaboration, including the Homerton University Hospital, will present exciting opportunities to provide better care to patients across north-east London, leveraging the benefits from scale and sharing skills across the patch. The Chief Operating Officer will play a leading role in driving these collaboration efforts, leading workstreams within the overall programme.

As Group Chief Operating Officer for Barts Health, you will have group-wide responsibility for planning and executing our operational priorities which are delivered through our group of hospitals. You will be responsible for all aspects of our planned care recovery programme, ensuring we reduce backlogs as quickly as possible and working with our transformation and improvement teams to be innovative in how we maximise our theatre capacity. You will also be responsible for all aspects of our Diagnostics & cancer performance and recovery.

You will lead our urgent and emergency care delivery, fulfilling a system leadership role with place based partners and hospital teams to ensure we have a system response that provides the best care for patients in the most appropriate setting.

You will also be responsible for our Group-wide Estates & Facilities Management function, recognising its role as a key enabler to our operational effectiveness. We have recently agreed to bring in house a significant number of soft FM functions; you will lead this transition, as well as overseeing the largest PFI in the NHS, and the implementation of the Barts Sustainability Plan.

As a member of the Group Executive team across Barts Health Trust, you will share corporate responsibility for the overall strategic direction and management of the Trust to deliver Trust wide performance objectives and patient outcomes.







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.



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

Main duties, responsibilities and results areas

Key responsibilities

To have group wide responsibility for operational delivery, working across the system to ensure that we have a sustainable model that meets constitutional standards and provides the best possible patient experience. This includes: -

- **Leading Urgent & Emergency Care delivery**, balancing pressures across the group to ensure that we achieve optimum patient flow by managing demand in ED, maximising discharge and using community facilities where possible
- To lead the design and delivery of our **planned care recovery programme and the associated cancer and diagnostic programmes**, ensuring we meet national targets for long waiters and overall backlog reduction.
- To be the Accountable Emergency Officer at the Trust Board
- **To lead emergency planning** for the group, ensuring robust processes are in place to respond to major and critical incidents
- **To lead clinical networks at an acute provider level**, including critical care and cancer



- **To have group wide responsibility for Estates & Facilities Management**, managing central contracts, including PFI contracts, the estates capital programme and the Barts Sustainability Plan.
- To lead the soft Facilities Management insourcing programme

Strategic Development

- **To ensure strategies are in place** to deliver on all of our operational and Estates functions, and that these are co-produced with appropriate stakeholders, both internal and external partners
- **To foster a culture of innovation and improvement**, learning from others to find solutions to challenging operational scenarios, harnessing the opportunities from both the NEL acute provider collaboration and the BHRT partnership.
- **To maximise operational productivity, including theatre productivity**, using data and insight to understand the opportunities and creating plans to improve our output.
- **Playing a key role in annual business planning**, ensuring that group wide demand and capacity plans are produced and align to workforce and financial plans
- To ensure our **Estates Capital Programme** supports the Estates strategy, and prioritises investment to achieve the best outcome for the Trust.
- **Identify, quantify and mitigate key risks** to delivery and monitor in line with our risk management framework

Operational Responsibilities

- To account to the Trust Board for all aspects of Operational Performance across the Group
- **To chair the Operations Board**, ensuring that we have a strong grip on operational performance across the group of hospitals on UEC & Planned Care
- **To develop and monitor Improvement Plans**, ensuring that the underlying issues are clearly understood and provide assurance that the response will address these
- **To ensure that we manage pressure across hospitals**, balancing the various demands across UEC & Planned care and factoring in hospital circumstances
- **To Chair the Emergency Planning Board**, ensuring that hospital business continuity plans are in place and stress tested
- **To Chair the Soft FM Insourcing Board**, ensuring that the transition is seamless and within the financial envelope agreed
- **To Chair the Health & Safety Committee**, ensuring that H&S risks are identified, mitigated and managed
- **To be responsible for all aspects of the Estates service**, ensuring that the estates strategy is delivered and KPIs are met
- **To report and escalate to GEB** as necessary

Partnerships and Integrated Care Systems

- **To build strong relationships internally and externally**, giving confidence to stakeholders that there is strong oversight and scrutiny of our operational performance
- To work across the NEL ICS to **ensure that system-wide solutions are in place** to provide care in the most appropriate setting, be that in acute, community or home based care
- To be the **Barts lead for collaboration workstreams** within the BHRT programme and the wider APC
- To represent Barts Health on regional and national meetings as required

Group Leadership and Management

- To act as the **group lead on cross-cutting themes**, including being a Barts rep on the Pathology Partnership Board and genomics



- **To lead across the system**, influencing and negotiating with others to design and deliver improvements that benefit the patient
- **To provide Operational leadership across the group**, creating a strong operational network and facilitating matrix working across hospitals
- **To manage and lead the group operational and estates teams**, ensuring they have a clear vision and purpose as well as quantifiable objectives and targets
- **To mentor and support hospital Operations Directors in the delivery of their performance**
- **To motivate the team** and others to work collaboratively in pursuit of operational excellence

Governance

- Along with other group directors, to **model and embed matrix working** across the group leadership functions to deliver integrated and cohesive services
- To be an active **member of the Group Executive Board and non-voting member of the Trust Board**, supporting high quality decision making and assurance
- To **create and run the appropriate governance arrangements** to ensure we have assurance over our key operational deliverable, ensuring the right accountability is in place at a hospital level

Inclusion, 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), 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.



Key Working relationships for Group Director for Planning & Strategy:

- Board and Group Executive Team, Barts Health
- Hospital Executive Teams
- 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, 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



Person specification

All candidates should bring the following:

Experience

- Significant senior management experience at Director level in a large and complex organisation,
- Extensive experience of leading operational functions within an NHS acute provider at a senior level
- Experience of managing complex problems
- Demonstrable track record of sound financial management in a Board level position
- Demonstrable track record of operational performance delivery, improvement and transformation
- Experience of being responsible for managing an Estates and/or Facilities Management function at a senior level (desirable)

Skills

- Ability to lead a multi-professional team, both when directly managed and when reporting to others
- Ability to think and plan strategically, tactically and creatively and translate
- 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
- Ability to use data to inform decisions, service priorities and improvement opportunities

Personal Attributes

- Demonstrates effective partnership and collaborative 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 individuals can thrive and feel a sense of belonging
- Ability to influence, negotiate and persuade others on complex or sensitive issues
- Motivational skills to lead and inspire 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 be:

- 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/

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/

Terms of appointment

The appointment of the Group Director 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 & BHRT.

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 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	

