

SHAPE YOUR STORY

Recruitment Information Pack



Group Director of Strategy and Partnerships



About Barts Health

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.

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 have an exciting future ahead of us, with plans to rebuild Whipps Cross Hospital and an ambitious life sciences programme that looks to harness technology to improve healthcare outcomes.

We employ over 20,000 people and we are committed to creating a fair and just culture, embracing diversity and valuing everyone. Our WeBelong strategy sets our aspirations and we are making good progress towards these.

We serve one of the most diverse populations in the UK, and one which is growing rapidly. Along with our partners, we are committed to reduce health inequalities in north-east London so that wherever you live, you have the same access to high quality care.

To that end, we are working closely with Barking, Havering and Redbridge NHS Trust, and the wider Acute Provider Collaborative, to strengthen collaboration and joint working for the benefit of our patients.

At the same time, each hospital is working with their local place based partnership to provide more joined up healthcare and address health priorities in their local patch.

We're 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](#)
- [North East London Health & Care Partnership](#)
- [Safe and Compassionate: Getting to good and outstanding](#)
- [Equality, diversity and inclusion](#)



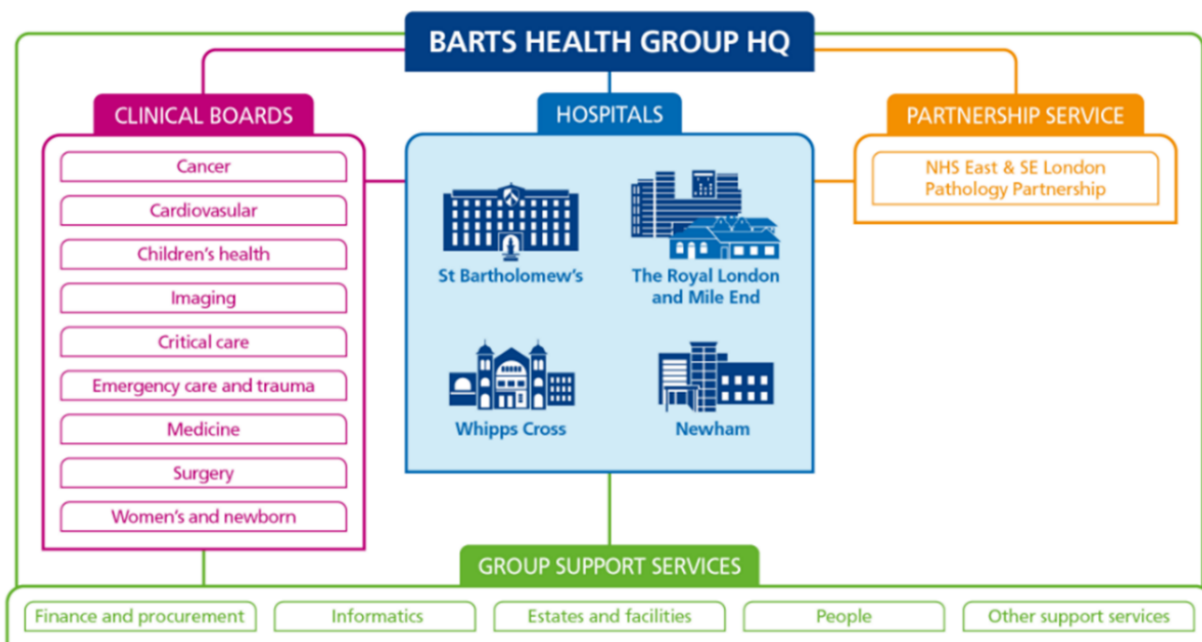
The Barts Health Group Model

Our group model has been core to our success over recent years, with our group leadership function working alongside our hospital leadership teams to drive improvement, sharing expertise and best practice across the group.

Our clinical boards have helped to set standards and reduce variation across the group, and will now do the same across north-east London as part of our collaboration plans. We have created centres of excellence of clinical specialties that improve outcomes for patients and help to reduce the elective backlog.

Our Group Support Services provide high quality corporate services to enable our clinicians to provide the best possible care.

We keep the model under regular review, and it evolves over time to ensure we have the most appropriate balance between hospital and group services.









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 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 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 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 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 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 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 |

WeCare



OurVision

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.



Group Director of Strategy & Partnerships

Job Description & Person Specification
December 2023

VSM

The Role

The Barts Health Group Model is a key component of our success story. Our group leadership function ensures 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.

This role will be a key part of our Group Executive leadership team. It will ensure that our organisational strategy and key priorities are clearly defined and articulated, and are then translated into delivery plans through our business planning process.

Collaboration will be vital to our future success as we seek to tackle health inequalities across north-east London. You will lead our engagement with the north-east London ICS and work with colleagues in the acute provider collaborative to shape our collective clinical strategy. You will also support the development of local place based partnerships to deliver tangible improvements for our local communities.

You will provide leadership to our major strategic projects, including the redevelopment of Whipps Cross hospital and our ambitious life science programme, and will ensure that these programmes align to our organisational strategy.

You will lead our commercial function as we seek to maximise income and be our Trust lead for the £30m annual Barts Charity programme, developing proposals to work in partnership on patient facing initiatives.

You will lead operational planning for the group, working with colleagues in other corporate teams, including People and Finance, to triangulate our operational, finance and workforce plans to ensure they support our strategic ambitions, and that we have the funding to deliver them.

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



Key responsibilities

- To lead our group wide approach to **strategy development**, establishing a clear vision for clinically excellent and financially sustainable care provision that reduces health inequalities
- **Translate this strategic vision into a narrative** that will inspire and engage our workforce to deliver for the people of north-east London
- To lead annual **Operational Planning** across the group, triangulating operational activity, workforce and financial plans and stress test these for deliverability
- To be the group lead on our **major strategic programmes**, including Life Sciences and Whipps Cross Hospital Re-development to ensure they are set up to succeed and have appropriate oversight and governance
- **To chair the strategic Investment Steering Committee** and ensure we have a robust process in place to develop and assess business cases so that these deliver business benefits and will deliver within budget.
- **To lead specialised commissioning** across the group, in partnership with hospital Chief Executives and other Barts and APC colleagues
- To lead our **commercial function** ensuring we identify and maximise income opportunities to the group through our partnerships and joint ventures
- To act as the lead for the group in its relationship with **Barts Charity**
- To be the Lead Director for the group on the development of the **Acute Provider Collaborative** clinical strategy and ensuring it delivers its key priorities, working with the Chief Medical Officers across the system
- To lead our engagement with all external stakeholders across the **Integrated Care Board** to ensure our strategy aligns with ICB priorities and that all parts of the wider healthcare system are aligned
- To support Hospital CEOs to strengthen **place based partnerships** and support joined up healthcare within place
- To support the **development of clinical boards** as they span over north-east London

Strategic Development

- To lead our group approach to strategy development, engaging clinicians and others to ensure that these strategies are owned across the group and aligned with the priorities of the ICB
- Working with the Group Director of Development and Digital in the development of the APC
- Work with colleagues within the group and beyond to understand opportunities and challenges that we may encounter and find create solutions to exploit or mitigate these
- Specifically appraise the opportunities across the group for collaboration with regards to clinical and operational planning
- Translate our strategic vision into a narrative that will inspire and engage our workforce to deliver for the people of north-east London
- Create a framework for delivery plans that set out how our vision will be achieved, working with hospital CEOs and other senior colleagues to provide assurance to our group board that we are able to do so
- Work with the Chief Finance Officer and Director of People to ensure that workforce considerations are core to our operational plans and that we have the finances we need to deliver them To ensure that we have a commercial strategy that identifies and realises income generation opportunities and that our overall commercial approach is sound



- Look outwards to the wider healthcare environment to anticipate national issues that may support or prevent delivery of our plans, and take appropriate action
- Identify, quantify and mitigate key risks to delivery and monitor in line with our risk management framework

Partnerships and Integrated Care Systems

- To act as the lead on behalf of the group in the development of the NEL integrated care system, ensuring that Barts Health is fully engaged in the process and that we work collaboratively with other partners in the system
- To be the lead for Barts Health in the development of the acute provider collaborative (APC) clinical strategy in north-east London and support other APC level collaborations
- Create the environment for key stakeholders to be actively engaged in co-producing and designing these strategies, both internal and external, and that they reflect national priorities and national guidance
- To work with partners to develop and deliver our life sciences ambition
- To lead our relationships with Barts Charity as we work together to improve healthcare in north-east London

Group Leadership and Management

- To lead across the system, influencing and negotiating with others to design and deliver improvements
- To manage, lead and motivate the Strategy team and other teams reporting directly into the role, ensuring they have a clear vision and purpose as well as quantifiable objectives and targets
- To work collaboratively with the Hospital Director of Strategy teams ensuring that we are aligned across the group
- Create a high performance, collaborative culture that harnesses innovation and informs our strategic objectives
- Develop our business planning capabilities across the group, identifying and sharing best practice from across the NHS and other industries as well as sharing personal expertise and knowledge within the team
- To ensure that business and financial planning are integrated with and aligned operational planning so we have strategic coherence

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 Boards, supporting high quality decision making and assurance
- To create and run the appropriate governance arrangements required to fulfil the role

Inclusion, Equality and Diversity

- To show active leadership in furthering the groups Inclusion programme, ensuring that the organisation is meeting its statutory responsibilities in respect of equality and diversity.
- Be a visible champion of the Groups' inclusion strategy, promoting a culturally intelligent leadership style.

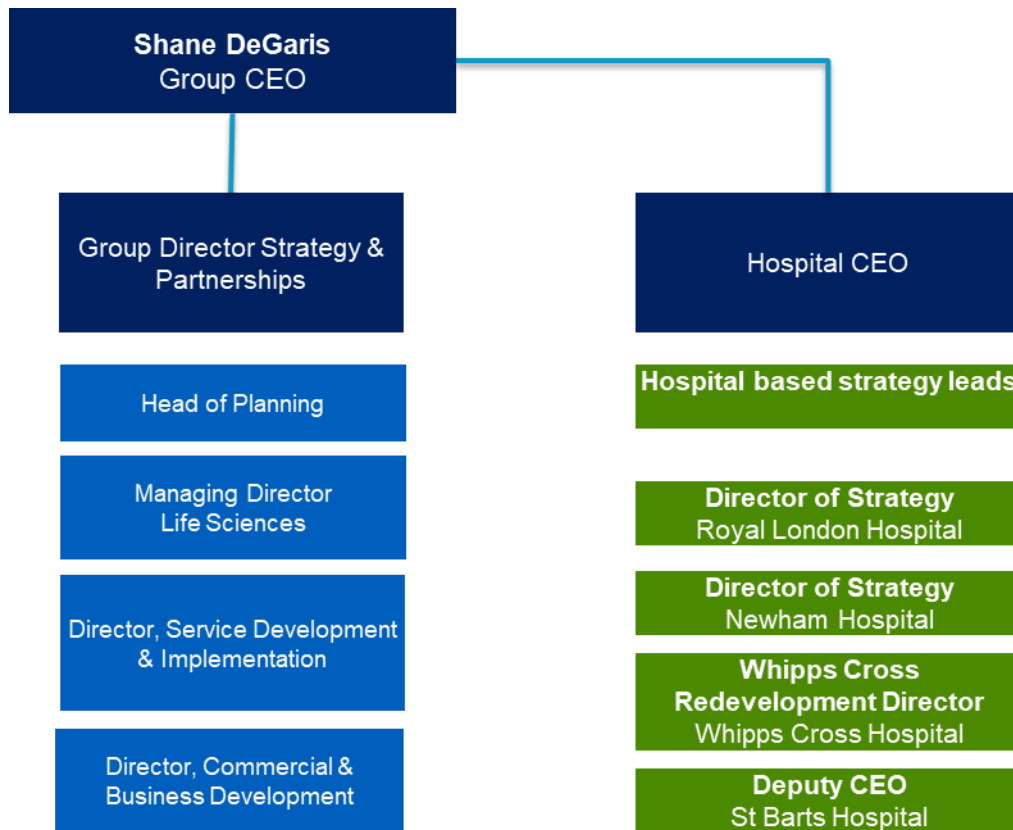
Personal and Staff Development

- 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.



Divisional Organogram

You will have line management responsibility for the posts within the Strategy and Partnership division, and work collaboratively with the hospital based strategy leads



Person Specification

Experience

- Significant senior management experience at Board level in a large and complex organisation
- Extensive experience of leading similar functions within an NHS or similarly complex organisation at a senior level and delivering outstanding results
- Experience of managing complex problems
- Demonstrable track record of sound financial management in a Board level position
- Demonstrable track record in working in a group model

Skills

- Ability to lead a multi-professional team, both when directly managed and in a matrix management model
- Ability to think and plan strategically, tactically and creatively and translate strategies into delivery plans
- 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:

- Have a degree level of education or equivalent experience
- Show evidence of continuous personal and professional development



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 Group's sites. You will report to the Group Chief Executive Officer of Barts Health & BHRUT.

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 | |

