



CONFIDENTIAL ROLE SPECIFICATION

Whittington Health NHS Trust

Chief Executive Officer



**Whittington Health
NHS Trust**

January 2022

Executive Search
and Talent Management

The MBS Group Ltd
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Registered Office: 1st Floor Sackville House, 143-149 Fenchurch Street, London EC3M 6BN, England.



Welcome from Baroness Julia Neuberger, Chair

January 2022

I'm so pleased you are interested in finding out more about the CEO's role at Whittington Health. This candidate pack provides information about the job and the organisation as well as the application process. I hope it gives you all you need in order to decide whether to apply.

Whittington Health is a special organisation. We are here to serve the communities of Islington and Haringey, and have long believed that joined-up, seamless, services which enable people to be cared for as close to their homes as possible, and in hospital only when necessary, lead to the best outcomes. We are proud to have been delivering integrated care services for a long time, and are committed to continuing at the forefront of integrated care, by innovating and developing our understanding of best practice, and by listening to those we serve and partner with.

At the heart of all our services are our dedicated staff. They have worked with great skill, heart, professionalism and dedication through the horrors of the pandemic. We are determined that, as we plan for the future, Whittington Health will be an organisation in which they all feel they can thrive and build their careers.

This is an exciting time for Whittington Health. As Integrated Care Systems (ICSs) are formally established across London, we are looking to work ever more closely with our NHS and local authority partners, building on the active role we already play within the shadow ICS and the Provider Alliance, and demonstrating daily the positive power of joined-up care and collaborative working. We are investing in improving priority services, and in building an inclusive culture.

As our new CEO, you will share our absolute commitment to integrated care and be a partnership-orientated, visible leader, ready to work with and alongside our partners to provide the best possible care for our patients. Whether you have built your career in community or acute services, you will understand that Whittington Health's work across both is at the heart of who we are and of everything we do well. You will be able to show us what your real commitment to equality, diversity and inclusion has meant to your current colleagues, and in the past. You may well be stepping into a CEO role for the first time, and I, and the whole board, will be ready to work with you as you build the executive leadership of the Trust.

I wish you every success with your application.

Yours faithfully

Baroness Julia Neuberger
Chair, Whittington Health, and Vice Chair, North Central London Provider Alliance



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JOB SPECIFICATION

| | |
|-------------------------|---|
| Position: | Chief Executive Officer |
| Company: | Whittington Health NHS Trust |
| Location: | North Central London |
| Reporting Relationship: | Chair |
| Website: | https://www.whittington.nhs.uk/ |

ORGANISATION BACKGROUND

Whittington Health helps local people to live longer and healthier lives by providing safe, personal and coordinated care to the communities we serve.

We provide both hospital and community care services to c.500,000 people living in Islington and Haringey, as well as other London boroughs including Barnet, Enfield, Camden and Hackney. As one organisation providing both acute and community services, we are known as an Integrated Care Organisation, and are proud to have been at the forefront of developing integrated care in London for many years.

We have an income of £395m, and over 4,400 colleagues deliver care through us across north London. We help train medical students (as part of UCL's Medical School), nurses, therapists, and clinicians and colleagues across a range of disciplines every year and, in parallel, make a significant contribution to clinical research. The Trust continually strives to broaden its research portfolio across the multi-disciplinary team, and actively supports and promotes research development and teaching.

Our priority is to provide the right care, at the right time, in the right place for our patients. From the Whittington Hospital, we provide a wide range of services, including A&E, maternity, diagnostic, therapy and care for older people, whilst also providing services for adults and children from 30+ community locations in Islington and Haringey. We also work closely with both the Royal Free Hospital and University College London Hospitals (UCLH), sharing clinical expertise and joining up pathways of care so that our patients get the care they need quickly, and with minimal disruption, and avoiding duplication.

As an Integrated Care Organisation, we bring high quality services closer to patients' homes and speed up communication between community and hospital services, improving our patients' experiences and the outcomes of their care. Key to our approach is partnering with patients, carers, GPs, social care, mental health and other healthcare providers, and local authorities. This has been even more important through the pandemic, and our experience of looking after patients and their families through COVID-19 has made us more committed than ever to the importance, and effectiveness, of integrated care.

It has also underlined the commitment and skill of our colleagues, and their kindness and dedication. Looking ahead, as we invest in improving our services and deepening our partnerships with the Royal Free and UCLH in particular, we are also determined to make Whittington Health an organisation in which everyone can thrive, be recognised for their unique contribution, and feel able to fulfil their potential. We know we have work to do to make this equally true across the whole organisation, and are committed to making that happen.

Whittington Health is a values-driven organisation and our values – Innovation, Compassion, Accountability, Respect and Excellence, all under-pinned by Equity – shape how we all think, behave and care for our patients and each other. Having appointed our first joint Directors of Race, Equality, Diversity & Inclusion, and with the arrival of a new Chief Executive, and a new Chief Nurse later this year, this will also be a time of leadership change at Whittington Health. We welcome the opportunity those appointments represent to recommit to our values, to deepen our work around equality, diversity

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and inclusion, and to ensure that Whittington Health has the leadership team to enable the whole organisation to have the greatest possible positive impact on the health and wellbeing of the communities we exist to serve.

Looking ahead, the Trust has begun work on a £12.5m capital investment programme, designed to improve the services we are able to offer in, in particular, the three areas in which we see the greatest local need in the future – services for women, for children, and for frail adults. We hope to develop this programme further. In parallel, there is important work to complete across the existing, PFI-funded, hospital building, and to develop further the “virtual wards” we have begun to use well through the pandemic. As we develop strategies for all our services, we are mindful throughout of the expertise and skill of our neighbouring partners as well as within our own organisation, seeking to develop at Whittington Health only the services that are best provided by our Trust.

To find out more about Whittington Health and our strategy for the future please visit <https://www.whittington.nhs.uk/default.asp?c=21272>





THE ROLE

This is an important, exciting time for Whittington Health: patients' long-term health and wellbeing needs are increasingly clear and urgent, and London's Integrated Care Systems are establishing themselves formally in response, while COVID-19 continues to put people, and their health and care services, under pressure. Whittington Health's long-standing commitment to, and understanding of, integrated care will enable it to respond to these challenges with a values-driven response that keeps the organisation at the forefront of both integrated care and partnership working. In parallel, reflecting both its colleagues and communities, advancing equality, diversity and inclusion to reduce health inequalities and make Whittington Health truly an employer of choice is a critical strategic goal for the Trust.

This is a wonderful opportunity to lead an organisation that has been at the forefront of integrated care through the next stage of its development.

JOB DESCRIPTION

The CEO is accountable, through the Chair of the NHS Trust and its Board of Directors, for the strategic leadership and performance of the NHS Trust. They will provide visible, motivating, strategic leadership and management to the whole organisation with a focus on high standards of patient safety, clinical quality and patient care, efficient and effective use of resources, and the development of an inclusive culture in which all Whittington Health's colleagues can thrive and perform. They will take forward, and develop, the organisation's strategy as an Integrated Care Organisation, and ensure Whittington Health works effectively as a partner within the North Central London ICS, building relationships and engaging with stakeholders and partners locally, and across London.

KEY ACCOUNTABILITIES

Specifically, the Chief Executive will be responsible for:

Leadership and Engagement

- Leading and inspiring the Trust in accordance with its vision and strategic objectives, as a dynamic integrated care organisation, working with partners and stakeholders externally and internally, and ensuring that patients, staff and the public have the opportunity and are encouraged to participate in decision making and the planning of service delivery and improvement;
- Providing visible, empowering, strategic and operational leadership to the whole organisation, continually modelling the Trust's values and focusing the organisation on its strategic priorities, and ensuring that staff are motivated, developed, supported and respected;
- Leading, developing and managing the executive team to motivate and inspire staff at all levels, and ensure performance across Whittington Health;
- With the Chair, representing Whittington Health externally, building relationships and deepening partnerships to maximise the organisation's impact for its patients and communities, across NCL and London as a whole;
- Leading the development of Whittington Health's culture, putting inclusion, equality and diversity at the heart of all we do, ensuring that equity of opportunity and access lives and thrives at Whittington Health, and deepening our commitment, and ability, to work well in partnership across the health economy, such that Whittington Health becomes an employer of choice;



- Taking responsibility for Whittington Health's continued, improving performance, as an Integrated Care Organisation and as a key service delivery provider across North Central London.

Strategy and Performance

- Developing, and leading delivery of, the Trust's strategy as an Integrated Care Organisation working in close partnership with others across the local health economy, with a particular focus on developing key services for women, children, and frail older adults;
- Leading the development of Whittington Health's culture as an inclusive employer, as a strategic priority;
- Overseeing the development and delivery of the Trust's strategies for its Estate, digital development, workforce and services, and responding to the anticipated local reviews of maternity and children's services;
- Leading on production of, and delivery against, annual business plans and operational performance frameworks, ensuring the Trust's operational and financial performance is maintained and improved, in line with budgets, performance standards and the regulatory framework;
- Developing and encouraging a culture of innovation, partnership working and inclusion, in line with Whittington Health's values;
- Deepening and extending the organisation's existing relationships with its strategic partners – UCLH, the Royal Free, and the London Boroughs of Islington and Haringey.

Collaboration & Partnerships

- As the Trust's most senior, visible, executive leader, representing Whittington Health externally with clarity, accuracy and in a spirit of partnership, role modelling the Trust's values and its commitment to integrated care;
- Developing and building constructive, proactive and open relationships with existing and emerging partners and local stakeholders, and ensuring throughout that the provision of the best possible services to Whittington Health's communities are the organisation's priority;
- Promoting public understanding of the Trust's values, objectives, policies and services;
- Ensuring that Whittington Health's commitment to partnership working is understood and reflected throughout the organisation, and externally;
- Developing and improving partnership with educational providers to ensure that systems and structures are in place to facilitate high quality teaching for clinical professionals;
- Ensuring good collaboration at place level across NCL ICS.

Governance

- Fulfilling the obligations of Accountable Officer, in accordance with the requirements of that appointment and fulfilling duties and responsibilities in line with Trust Standing Orders and Standing Financial instructions, reporting in an accurate and timely fashion on all relevant issues to the Trust Board;
- Ensuring all Board members have the information they need to play a full part in governance of the Trust and that the Trust Board is regularly appraised of the key risks and mitigating actions necessary to address those risks;
- Ensuring the Trust has an effective risk management system which has patient safety, quality and patient experience as paramount, ensuring mechanisms are in place to continuously monitor these issues;
- Ensuring that the requirements of clinical, corporate and financial governance are delivered effectively and that the Trust meets its legal requirements, statutory duties and responsibilities and those reporting obligations placed by all external regulators and inspectors;
- Ensuring the continuing compliance with all regulatory requirements, including NHS England



and Improvement, Care Quality Commission and the Health and Safety Executive, and ensuring the Trust understands and meets all its legal responsibilities;

- Establishing systems of control and limits of delegation and providing the Board with regular assurance of their effectiveness;
- Maintaining the highest standards of conduct and integrity within the Trust and ensuring compliance with best practice, statute and regulatory requirements in all matters including financial, governance, legal and clinically related issues.

At Appendix 2, please find further details of Whittington Health's expectations of its employees.

PERSON PROFILE

The next Chief Executive of Whittington Health will be a collaborative, partnership-orientated, health service leader, deeply committed to equality, diversity and inclusion, and to the role the Trust should play within the ecosystem of services that support North Central London's communities. They may come from either an acute or community service background, and will be passionate about the development of integrated care, and ready to work closely with partners across local government and the NHS, building constructive, proactive relationships. Whether a first-time Chief Executive or experienced in the role, they will be a visible leader with good strategic skills, ready to engage in and understand the particular pressures their colleagues and patients face, and to lead the Trust in a way that enables Whittington Health to deliver to the performance standards expected of it, and to have the most powerful, positive, impact on the communities of Islington and Haringey, and beyond, possible.

Specifically, the ideal candidate should possess the following personal attributes and experiences:

- A values-driven leadership approach, demonstrably aligned with Whittington Health's values of Innovation, Compassion, Accountability, Respect and Excellence, and the ability to build leadership, devolve responsibility and hold colleagues appropriately to account;
- The ability to motivate and inspire an organisation, working in geographically dispersed services, building an inclusive culture in which everyone can thrive and in which performance is strong;
- A track record as a visible, successful, leader of health services at relevant scale, and at Board level;
- Experience of championing innovation and service improvement, and of building leadership capacity within their organisation(s);
- A track record of building positive partnerships and relationships, and of collaborating well with external stakeholders; the ability to engage, understand, persuade and influence at board level;
- Strong strategic skills, and the ability to navigate a complex landscape of partners and stakeholders within the local health economy and beyond, for the benefit of communities / their organisation(s);
- A strong performance focus – an absolute determination to deliver the best possible services for local communities, with operational and financial grip;
- Resilience, agility, and an absolute commitment to integrated care;
- Personal integrity, a commitment to openness, and a track record of demonstrable commitment to equality, diversity and inclusion.

The chosen candidate will need to pass the Fit and Proper Person Test on appointment, and adhere to Whittington Health's FPPT Policy throughout their time in the role.



HOW TO APPLY

The MBS Group are acting as The Whittington's advisors on this appointment. To apply, please send a covering letter and CV to whittingtonapplication@thembsgroup.co.uk by midday on Thursday 17th February 2022. If you would like to discuss the opportunity in more detail, please do be in touch with us by emailing james.wardlaw@thembsgroup.co.uk to arrange a call.

Please also complete the enclosed monitoring information form in Appendix 1 as part of your application.

THE MBS GROUP CONTACTS

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APPENDIX 1 - EQUALITY MONITORING FORM

Personal Details

| | |
|-----------------------|--|
| Title: | |
| Forename: | |
| Surname: | |
| Full Name: | |
| Date of Birth: | |
| Gender: | |

Equality Monitoring

| | |
|--|----------------------------------|
| Marital Status (Please select): | *Please complete mandatory field |
| Sexual Orientation (Please select): | *Please complete mandatory field |
| Ethnic Origin (Please select): | *Please complete mandatory field |
| Religious Belief (Please select): | *Please complete mandatory field |
| Do you regard yourself as having a Disability (Yes/No): | *Please complete mandatory field |
| Disability Categories: | *Please complete mandatory field |

Emergency Contact - Personal Details

| | |
|------------------------------------|----------------------------------|
| Title : | *Please complete mandatory field |
| Forename: | *Please complete mandatory field |
| Surname: | *Please complete mandatory field |
| Relationship to Applicant : | *Please complete mandatory field |

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Emergency Contact - Address

| | | |
|--|--|----------------------------------|
| Is their current address in the UK? (Yes/No): | | *Please complete mandatory field |
| House/Flat No.: | | *Please complete mandatory field |
| Street Name: | | *Please complete mandatory field |
| Town/City: | | *Please complete mandatory field |
| County: | | *Please complete mandatory field |
| Postcode: | | *Please complete mandatory field |

Emergency Contact - Contact Details

| | | |
|------------------------------|---|--|
| Home Telephone No.: | | *Please complete at least one phone number |
| Work Telephone No.: | | |
| Mobile Telephone No.: | | |
| Email Address: | - | |

Declaration

| | | |
|--|--|----------------------------------|
| I confirm that the above information is correct (Yes/No): | | *Please complete mandatory field |
| Full Name: | | *Please complete mandatory field |
| Date (dd/mm/yyyy): | | *Please complete mandatory field |



APPENDIX 2 - GENERAL INFORMATION

Whittington Health NHS Trust is a dynamic organisation, therefore changes in the core duties and responsibilities of this role may be required from time to time. These guidelines do not constitute a term or condition of employment.

Personal Responsibilities

We expect all our staff to share the values that are important to the Trust and behave in a way that reflect these. The post holder will be expected at all times to take responsibility for their own actions, support multi-disciplinary and partnership working and develop a working environment of courtesy, fairness and mutual respect.

Performance and Development

This post is subject to the Trust's personal development review.

Conflict of Interest

You are required to declare any involvement, either directly or indirectly, with any firm, company or organisation which has a contract with the Trust. Failure to do so may result in your application being rejected, or, if it is discovered after appointment that such information has been withheld, then this may lead to your dismissal.

Confidentiality and Information Governance

On appointment you may be given access to confidential information which must only be disclosed to parties entitled to receive it. Information obtained during the course of employment should not be used for any purpose other than that intended. Unauthorised disclosure of information is a disciplinary offence. You are required to take proper care of all information – confidential or otherwise – you will have access to during the course of your employment. You will be required to fully comply with all Trust policies relating to the delivery, receipt, storage and transfer of data.

Criminal Records

Whittington Health is a regulated organisation and as such, you will have your criminal record checked. You will be asked at interview if you have any criminal convictions and a police check on the existence of a criminal record will be made if you are the preferred candidate for appointment to the post. Whittington Health reserves the right to withdraw any conditional offer of employment made on the basis of the outcome of your criminal records check.

Health and Safety

All staff have a general accountability for ensuring, so far as is reasonably practicable, the health, safety and welfare of Trust employees, patients, their families and other visitors.

Security

It is the responsibility of all employees to work within the security policies and procedures of Whittington Health NHS Trust to protect patients, staff and visitors and the property of the Trust. The duty applies to the specific work area of the individual and the Trust in general. All staff are required to wear official identification badges.

No Smoking

The Trust promotes a No Smoking Policy as part of the employee's healthy living style. You will be required to work within the framework of this policy. Smoking is not permitted within the Trust premises.