

# Chief Executive

**NHS**  
The Princess Alexandra  
Hospital  
NHS Trust

**April 2024**



# #PAHT Jobs

**Interview date:  
18<sup>th</sup> June 2024**



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## Welcome

Thank you for your interest in the Chief Executive role at The Princess Alexandra Hospital NHS Trust (PAHT) and for taking the time to read this information pack.

We are seeking an outstanding, highly motivated, patient and people focussed individual to join the team at PAHT, at what is a hugely exciting time for the organisation.



We have a strong and clear vision to be modern, integrated, and outstanding in all that we do and a clear strategy (PAHT 2030) about how we are going to get there over the next five years. This is built on strong values of patient at heart, everyday excellence, and creative collaboration and five clear strategic priorities of transforming our care, our culture, digital health, corporate transformation, and our new hospital. We are determined that we can only deliver this strategy by working in an increasingly integrated way with key partners, ensuring that local services work seamlessly to support patients.

We are launching our new electronic health record (Alex Health) in October that will enable us to become one of the most digitally advanced hospitals in the country. This will support and underpin our digital health priority and the advancements we have made in recent years in using the latest technologies, including artificial intelligence in radiology and some of our corporate services, robotic surgery, and system integration. It will also support our collaboration with partners across the local West Essex Health and Care Partnership (WE HCP) and the Hertfordshire and West Essex ICS, and our new Chief Executive will be tasked with forging ever closer relationships with our system partners, devising new models of care to best support the population we jointly serve across Hertfordshire and West Essex. Many within our local population live with high levels of socio-economic challenge, and we envisage some future care models will become formally integrated between providers in order to better address this.

PAHT is part of the national New Hospital Programme to build a new hospital for Harlow, a complete replacement of the PAH site, by 2030 / 2032, and the CEO role will be instrumental in driving this with Trust, system, regional and national colleagues. In advance of this, our Community Diagnostic Centre facility on the St Margaret's site is due to be open in 2025, increasing diagnostic capacity and providing access to services closer to home, aligned with our collaboration with health and care partners across WE HCP.

Collaboration is at the centre of all that we do and you will need to be a collaborator and a strong advocate for working with partners across HWE ICS and WE HCP and continuing to develop how local services can be redesigned and improved jointly. We have recently signed a 15-year contract with Health Services Laboratories for the provision of system wide pathology services, are building a new system-wide elective



hub at St Albans Hospital and continue to develop our system wide procurement and corporate services.

None of the above will be possible without all our people working to their full potential and you will need to be a compassionate and inclusive leader, who has a clear commitment to embedding a positive culture that reflects the diversity of our colleagues and inspires our people to be the best they can be.

We are looking for a talented, compassionate, high potential and committed individual to lead PAHT through the very exciting times ahead, building on the strong foundations we have, to continue our journey towards being modern, integrated and outstanding in all that we do. If you are excited by this and the opportunity to be instrumental in reducing local health inequalities, with the skills to work in partnership internally and externally, then we would welcome an application from you.

If you would like to discuss the role further, then please contact Thomas Patterson, Managing Director at Alumni Global on 07970 339 151 or [thomas.patterson@alumniglobal.com](mailto:thomas.patterson@alumniglobal.com).

**Hattie Llewelyn-Davies**

Chair



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## About us

**The Princess Alexandra Hospital NHS Trust** provides a full range of general acute, outpatient and diagnostic services at The Princess Alexandra Hospital in Harlow, the Herts and Essex Hospital in Bishop's Stortford and St Margaret's Hospital in Epping.

We employ over 4,200 people and serve a local population of around 350,000 people living in west Essex and east Hertfordshire, centred on the M11 corridor and the towns of Harlow, Bishop's Stortford and Epping. Our extended catchment area incorporates a population of up to 500,000 and includes the areas of Hoddesdon, Cheshunt and Broxbourne in Hertfordshire.

We have 414 general and acute beds at the Princess Alexandra Hospital and provide a full range of general acute services, including a 24/7 emergency department; an intensive care unit; a maternity unit and a neonatal intensive care unit. We also provide outpatient and diagnostic services across all three hospitals and are about to build a new Community Diagnostic Centre at St Margaret's Hospital in Epping.

## Our future PAHT

We are on the verge of a defining moment in PAHT's history. What lies ahead is a journey of transformation and improvement that will lead us successfully into the future, enabling us to deliver modern, integrated and outstanding care that keeps our growing and ageing population healthier.

**PAHT2030**  
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Against a backdrop of NHS and system transformation, the relentless pace of scientific, technical and clinical innovation, and our amazing opportunity to build a brand-new hospital, we have developed a strategy that is big, bold and ambitious.

This is PAHT 2030, our organisational roadmap for the next five years. It is designed to inspire and challenge us, to guide and unite us in working smarter and better to achieve our vision.

We have already made great progress, and there is much more to do. Now, more than ever, we are coming together as one team, working with our local, regional and national partners, our patients and our communities to make PAHT the centre of excellence we know it can be.



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## Our strategic priorities

Our five PAHT 2030 priorities provide the focus to achieving that vision over the next five years which will be **transforming our care**, **our culture**, **digital health**, **corporate transformation** and **our new hospital**.

These priorities sit alongside:

## Our strategic objectives

Our five core objectives, **patients**, **people**, **performance**, **places** and **pounds**, hold us to account, keeping us grounded in reality and challenging us to keep improving the experience for our patients, visitors and people.

And:

## Our values

Throughout everything we do, we are guided at all times by our values: **patient at heart**, **everyday excellence** and **creative collaboration**.

## Our new hospital

Due to the failing infrastructure at the Princess Alexandra Hospital site we are part of the national New Hospital Programme. This will provide for a completely new hospital by 2030 / 2032.

We have a core team of advisors in supporting us with developing our outline business case aligning the design to Hospital 2.0 to build a fantastic new hospital fit for the future for our patients and our people. Technology and digital innovation will be core to this.

## Our partnerships

Partnership working is fundamental to the successfully delivery of high quality healthcare and we have strong and ever developing relationships with many stakeholders including:

- East of England Ambulance Service
- Essex Partnership University NHS Foundation Trust
- Hertfordshire and West Essex Integrated Care Board (ICB)
- West Essex Health and Care Partnership
- West Essex and East Hertfordshire Primary Care Networks
- Stellar Healthcare and Uttlesford Health, group GP practices
- North East London Foundation Trust, who provide child mental health services
- Health Education England



- The Anglia Ruskin University
- Hertfordshire Partnership University NHS Foundation Trust
- Hertfordshire Community NHS Trust
- East and North Herts NHS Trust
- West Hertfordshire Teaching Hospitals NHS Trust
- Harlow, Epping Forest and Uttlesford Local Authorities
- Essex and Hertfordshire County Councils
- Voluntary, Community, Faith, and Social Enterprise sector (VCFSE) in Hertfordshire and West Essex consists of many thousands of organisations, from small volunteer-led charities and community-based faith groups to large social enterprises employing hundreds of staff and serving thousands of people.

## Our System

PAHT is part of the Hertfordshire and West Essex ICS and within that the West Essex Health and Care Partnership. Working with local providers of health and care, local authorities, local voluntary organisations and local people, we are developing new ways of working to reduce health inequalities and develop new clinical pathways to improve clinical outcomes, patient experiences and better health and wellbeing for local residents



## Our future plans

Our future plans are aligned with the NHS Long Term Plan and the HWE ICS Strategy and underpin our drive to achieve our vision. Some of the headline plans include:

- Our **new electronic patient record**, Alex Health is due to be launched this October and will provide a single system to record clinical care and patients details. This represents a huge improvement for both our clinical teams and our patients – part of our digital agenda and in readiness for our new hospital to be one of the most digitally advanced hospitals in the country.
- As part of the national **Community Diagnostic Centres (CDC)** plan, we have already begun to provide additional diagnostic services at our CDC spoke site at Herts and Essex Hospital in Bishop Stortford and have submitted planning permission for our CDC hub site at St Margaret's Hospital in Epping, due to open in 2025.



- Development of our **Integrated Urgent Treatment Centre** on the PAH site, in conjunction with our primary care and community services partners to meet the increasing demand for urgent care in partnership, ensuring more timely access to services for all patients.
- We are a reference site for AGFA **diagnostics using AI** and the latest technical equipment to provide enhanced diagnostics for our patients and are investing in and developing our use of AI at pace.
- Together with our system partners we are building of a new **Elective Hub at St Albans Hospital** that will increase capacity for all parts of the system to support reducing our waiting times for access to surgery.
- In response to the demands and pressures of the COVID-19 pandemic we built a private lounge area for our people to use 24/7 that gives a place of comfort where people can rest, meet colleagues for a break and rest. The Alex Lounge is very popular with our people and a positive way to support their health and wellbeing as part of a comprehensive focus on supporting our people in to the future to be the best that can be.
- Our plans to build a brand **new Princess Alexandra Hospital** as part of the New Hospital Programme gives us access to make a real difference for our patients and our people.





## Our board

### Executive directors

[Sharon McNally](#), chief nurse and deputy chief executive

[Dr Fay Gilder](#), medical director

[Tom Burton](#), finance director

[Stephanie Lawton](#), chief operating officer

[Ogechi Emeadi](#), chief people officer

[Phil Holland](#), chief information officer

[Jim McLeish](#), director of quality improvement

[Michael Meredith](#), director of strategy and estates

### Non-executive directors

[Hattie Llewelyn-Davies](#), chair

[Darshana Bawa](#), non-executive director and senior independent director

[Liz Baker](#), non-executive director

[Colin McCready](#), non-executive director

[George Wood](#), non-executive director

[Oge Austin-Chukwu](#), associate non-executive director

[Dr Rob Gerlis](#), associate non-executive director

[Anne Wafula-Strike MBE](#), associate non-executive director



## About the role

### Job Description

Job Title: Chief Executive Officer

Accountable to: Chair and Trust Board

Responsible for: Executive directors

### Job summary

Accountable to the Trust Board for the leadership and management of the Trust and all its operations. The purpose of the job is:

- As accounting officer and chief executive, provide executive leadership to the Management Team and the Trust and fulfil the statutory functions specified in paragraph 25 (5) of schedule 7 to the 2006 National Health Services Act.
- Define the future vision and strategic direction for the Trust to enable it to achieve its strategic goals and objectives, determine priorities and ensure that policies and procedures support their delivery.
- Create and refine the local strategy which enables the successful delivery of national objectives through the partnerships of Hertfordshire and West Essex the Integrated Care Board (HWEICB).
- Promote the interests of The Princess Alexandra Hospital NHS Trust on local and national health services agendas and programmes to re-model care.
- Co-ordinate the organisation to work with its partners to deliver cost effective, high quality clinical services to its users; actively exploring how alternations to governance and organisational boundaries might need to change to facilitate this.

### Key tasks and responsibilities

Under the direction, and on behalf of, the Trust Board, the Chief Executive Officer (CEO) will be the “Accounting Officer” for the Trust, ensuring that the Board and its members meet NHSE’s Terms of Authorisation. In addition, the CEO will be accountable for:

#### 1. Leading a strong organisation which includes:

- Develop a common understanding of the vision and strategic aims of the Trust and setting its strategic direction in association with the executive team, divisional directors, assistant director of operations, assistant director of nursing, deputy directors, and corporate teams and external bodies in order to deliver the clinical services to reflect the health and care needs of the local populations.
- Foster a positive and sustained organisational image/reputation on an internal and external basis, through the most appropriate leadership strategies.



- Support the Chair of the Trust in ensuring that the NEDs are able to fulfil their roles effectively.
- Monitor, support and review the performance of the executive management team, leadership management team and senior management team and their divisions to optimise quality patient care and ensure that performance targets are met.
- Determine the organisation's structure and management processes for their effective operation.

## 2. Leading strong collaboration with partners

- Be a strong advocate for HWEICS and ensure close working of the Trust with other members of the ICB. Currently, the Trust's CEO sits on the ICB Board as the partner member for acute services.
- Play a central role in shaping and delivering a clear plan of how our local services can be improved and become more sustainable over the next five years in conjunction with partners across health and social care.
- Make a contribution to developing HWEICB further and, in doing so, create a blueprint for what exemplar integrated care model can look like nationally in the NHS.

## 3. Financial management of the Trust

- Ensure that Trust and CEO statutory responsibilities of financial probity are met, and that the Trust's financial position and reporting is controlled and maintained, ensuring budgeting and financial systems are sound and targets are met.
- Ensure that service level agreements and frameworks are agreed with providers and associated partners in the best interests of quality patient care.
- Contribute, where necessary, to negotiations on major contracts and new ventures to ensure that they are realistic and achieve targets in line with the strategic plans for the Trust.

## 4. Organisational development and change

- Develop organisational structures, processes and a culture which reflects the diversity of the various partners. Working alongside the other directors in relation to corporate people and organisational development strategies, in order to maximise the utilisation of staff to deliver high quality services.
- Lead the Trust's core values and behaviours to secure a positive culture.
- Create a climate which encourages teamwork and stimulates each individual to contribute to their full potential.
- Ensure that the Trust's culture has a clear commitment to the principles of diversity, equality and inclusion and that these are mainstreamed in the everyday work of the Trust.



## 5. Performance and quality management

- Ensure the Trust responds appropriately to national level NHS and Government objectives to continue to re-model and enhance service delivery and improve performance.
- Identify key performance indicators on quality, cost and activity to equip the Trust and Executive team with a means of directing and monitoring the Trust's performance and fulfilling its role effectively.
- Ensure the delivery of operational objectives, targets and results against KPIs.
- Secure ongoing efficiencies through transformation and managing change across the organisation with effective and innovative use of management systems and processes.
- Ensure that quality standards are upheld and maintained.
- Ensure timely preparation of performance management reporting, including annual reports and accounts and other key documents, to fulfil national targets and performance standards.
- Support the continued developments in quality services for optimal patient care and commit to improving patient experience. Ensure statutory responsibilities are met for corporate and clinical governance and excellence in clinical health care and infection control, together with compliance with CQC standards.
- Ensure that risk assessment and controls assurance are pursued throughout the Trust and take action to ensure that the quantum of risk in total is in line with the Trust's risk appetite.
- Maintain compliance with statutory and policy requirements.

## 6. Co-ordination of effective communication networks, working relationships and partnerships

- Develop and maintain strong relationships with all the key stakeholders in the health economy and build a positive image of the Trust through responsive internal and external communications and effective programmes of action.
- Represent the Trust within the NHS and publicly in a fair and open manner.

This job description is an indication of the type and range of tasks that are expected of the post holder, and other duties may be required, in line with the role and remuneration. It will be reviewed and amended from time to time in consultation with the post holder to take account of changing organisational need.





## Person Specification

### Qualifications

- Educated to masters level or with equivalent experience.
- Evidence of relevant continuous professional development.

### Experience

- Substantial senior leadership experience at executive or senior director level in a large, complex healthcare environment.
- Extensive knowledge and experience of national, regional and local health and social care systems.
- The development and delivery of successful organisational strategies in a context of complex stakeholder engagement.
- Experience of translating organisation strategy and vision into successful operational objectives and plans.
- Evidence of building positive, sustainable and fruitful partnerships.
- Experience of building successful alliances across organisational boundaries.
- A record of delivering financial and performance objectives in a complex organisation.
- Successful leadership of achieving change at scale.

### Knowledge

- Ability to acquire understanding of the strategic direction of the local and regional health economy.
- Ability to acquire knowledge of the regulatory requirements that the Trust must operate within.
- Knows how to make effective use of a board environment.
- Knows when to listen and when to talk.

### Skills and abilities

- Needs to be an inspiring, compassionate and inclusive leader with vision and high emotional intelligence.
- Proven team building skills with the ability to deliver challenging agendas through effective delegation and a range of leadership styles.



- Ability to communicate ideas and to generate action and to empower delivery through others.
- Proven ability to initiate and implement change successfully.
- Ability to lead simultaneously both effective operational delivery and fundamental strategic development.
- Ability to achieve credibility, lead and stimulate change through clinicians and other professionals.
- Ability to deliver continued quality improvement and innovations to meet current and future needs of the patients, public and taxpayers.

### Values and personal qualities

- Exhibits resilience and determination to drive through and achieve improvements.
- Brings agility and adaptability to lead the Trust through a period of change and transformation.
- Demonstrates strong commitment to action to achieve equality diversity and inclusivity in the provision of services and staffing.
- A strong and clear communication style that can engender genuine engagement, confidence and commitment at all levels of the workforce.
- Models our values in the way they work.

## Board Leadership Competency Framework – The Six Leadership Competencies

### 1. Driving high-quality and sustainable outcomes

The skills, knowledge and behaviours needed to deliver and bring about high quality and safe care and lasting change and improvement – from ensuring all staff are trained and well led, to fostering improvement and innovation which leads to better health and care outcomes.

### 2. Setting strategy and delivering long-term transformation

The skills that need to be employed in strategy development and planning, and ensuring a system wide view, along with using intelligence from quality, performance, finance and workforce measures to feed into strategy development.

### 3. Promoting equality and inclusion, and reducing health and workforce inequalities

The importance of continually reviewing plans and strategies to ensure their delivery leads to improved services and outcomes for all communities, narrows health and workforce inequalities, and promotes inclusion.



#### **4. Providing robust governance and assurance**

The system of leadership accountability and the behaviours, values and standards that underpin our work as leaders. This domain also covers the principles of evaluation, the significance of evidence and assurance in decision making and ensuring patient safety, and the vital importance of collaboration on the board to drive delivery and improvement.

#### **5. Creating a compassionate, just and positive culture**

The skills and behaviours needed to develop great team and organisation cultures. This includes ensuring all staff and service users are listened to and heard, being respectful and challenging inappropriate behaviours.

#### **6. Building a trusted relationship with partners and communities**

The need to collaborate, consult and co-produce with colleagues in neighbouring teams, providers and systems, people using services, our communities, and our workforce. Strengthening relationships and developing collaborative behaviours are key to the integrated care environment.



## Join us

PAHT is an organisation that is not only ready for change but is embracing it and is transforming itself.

Our people are our greatest asset and we are focused on providing them with the tools and environment they need to continue to deliver high quality care.

Positive and motivational leadership is fundamental to us continuing to transform and improve the way that we provide care and modernise our services, improving patient outcomes and experiences.

Making change happen is a shared responsibility and a vital role for the chief executive to deliver.

As chief executive you lead the executive team with passion and compassion that impacts across the whole organisation and each one of our people.

Join us and make a difference.

I look forward to hearing from you.

Hattie Llewelyn-Davies  
Chair







**@NHSHarlow**

**[www.pah.nhs.uk](http://www.pah.nhs.uk)**