

## 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.

