

APPOINTMENT OF CHIEF EXECUTIVE

APPOINTMENT BRIEF

APRIL 2019





OVERVIEW

Wrightington, Wigan and Leigh (WWL) NHS Foundation Trust was licensed as a Foundation Trust on 1st December 2008, and this provides a robust framework and the freedom to run its own affairs at a local level. Although the Trust must comply with national standards in delivering healthcare, it can determine and influence how this is done by developing new ways of working tailored to meet the local needs and priorities.

WWL is a major acute Trust serving the people of the Borough of Wigan. Innovative and forward thinking, the Trust is dedicated to providing the best possible healthcare for the local population of over 300,000.

The Trust is committed to designing services around the needs of patients and for patients to be cared for as close to their home as possible. Operating across 3 hospital sites, a state-of-the-art outpatients centre, a dedicated Eye Unit at the Wigan Health Centre and also working from offices at Buckingham Row in Wigan town centre, we have 758 inpatient beds and invest over £220 million each year in a broad range of highly regarded general and specialist acute services.

With an annual income in 2017/18 of c £310m and nearly 5,000 employees, WWL is known as a distinctively high quality Trust, working with a diverse community. We have a divisional management structure to coordinate and deliver high quality clinical care across three divisions, each headed by a divisional triumvirate comprising a Divisional Medical Director, a Divisional Head of Nursing and a Deputy Director of Operations and Performance. Other services are provided through our corporate services and our estates and facilities teams.

PERFORMANCE

In November 2017, WWL was inspected by the Care Quality Commission and we were judged to be 'Good' across all areas. This is a fantastic achievement with significant improvements noted across numerous areas and means that all of our sites are now either 'Good' or 'Outstanding'. At the same time, we were assessed by NHS Improvement in relation our use of resources, and we were judged to be 'Good' on this assessment also.

This gave us the opportunity to highlight some of the significant developments to services and improvements to care and outcomes that have occurred over the past year.

Distinctively, the Trust delivered a surplus of £13.6m in 2017/18, and its financial performance this year is also strong.

To find out more please refer to the Trust's 2017/2018 Annual Report which can be found [here](#).

SERVICES

Our acute services are provided from:

Royal Albert Edward Infirmary is our main district general hospital site and is located in central Wigan. Here you will find our Emergency Department as well as the majority of our in-patient services. There has been a hospital on this site since 1873 and it was named after the then-Prince of Wales, who officially opened it in 1875.

Wrightington Hospital is a specialist centre of orthopaedic excellence and enjoys a world-acclaimed reputation. Situated just over the border in West Lancashire, it was from here that Professor Sir John Charnley developed the hip replacement in November 1962 and our surgeons of today have continued to enjoy a reputation for excellence.

Leigh Infirmary is an outpatient, diagnostic and treatment centre in the south of the borough.

Thomas Linacre Centre is a dedicated outpatient centre in central Wigan and **Boston House** is a specialist ophthalmology unit; again in central Wigan.

The services provided by the Trust vary from site to site but include the following:

- Acute Medicine and Coronary Care
- Acute Surgery and Intensive Care
- Womens Services
- Child Health
- Care of the Elderly and Rehabilitation
- Ear, Nose and Throat, Ophthalmology and Dental Services
- Accident and Emergency and Minor Injuries
- Musculoskeletal Directorate
- Clinical Support Services including Pathology, Pharmacy and Radiology

Community services are also provided across the area.



OUR VISION, VALUES AND GUIDING PRINCIPLES

Our strategy recognises where we have come from as an organisation, from our roots back in 1873, through becoming a tuberculosis hospital in the 1930s and John Charnley's pioneering hip operation at Wrightington Hospital in 1960, to the present day and beyond.

Our Values

Safe, meaning it is our job to protect our patients against harm;

Effective, meaning it is our job to treat patients effectively with good clinical outcomes; and

Caring, meaning it is our job to care compassionately for patients and to meet their personal needs.

Our Behaviours

Collaborative, forward thinking, accountable, compassionate & respectful

Our aim is the continuous improvement of services and facilities for patients, staff and visitors.

In order to meet our aims we channel our efforts into **five guiding principles**.

These five principles underpin every aspect of our work both within the Trust and within the community as a whole.

In addition to our guiding principles, our mission statement is clear "Our Patients are at the Heart of Everything we do".

Our guiding principles

The principles are:

- Provide effective, responsive services of high quality
- Ensure that services are integrated and co-ordinated
- Ensure that the staff feel valued and to make the best use of their abilities
- Use our resources efficiently
- Make our services locally accessible as far as possible

Our vision is to make a positive difference to people's lives.

Our purpose is to provide the best possible healthcare for our community, and our vision as an organisation is to make a positive difference to people's lives.

Our strategy confirms that, as an organisation, we will rise to any challenge by working together for a common cause, putting our patients and our community first.

We aim to do this through our newly-introduced strategy, **The WWL Way 4wards**, which sets out four corporate objectives:

Patients: Every patient receives the best possible care

People: Everyone has the opportunity to achieve their purpose

Performance: We aim to be in the top 10%

Partnerships: We work together for the best patient outcomes



Our 4 strategic priorities - the 4 Ps - set out what WWL is about as an organisation.

Patients

"Every patient receives the best possible care"



- We will continue to put our community and patients at the centre of all that we do. It's at the heart of all our plans
- We will maintain **caring**, **effective** and **safe** services for our patients
- We will continue to drive our Quality Champion work and Talk Safe programme to embed a culture of learning and continuous improvement, where every member of staff is encouraged to get involved.

Our pledge	WWL will:	I will:	We will all see:
IMPROVING Always trying to make things better	Empower you to make changes or improvements where you think they are needed	Take initiative to keep improving the quality and safety of what I deliver	Improve standards of quality and safety in the care/services we provide
LEARNING Always learn today to improve tomorrow	Support and encourage you to learn from mistakes, without fear of blame	Feel safe to raise concerns and report incidents, so that we can all learn and improve what we do	A learning and just culture, not a blame culture
CARING Always care for you as we would our own	Role model compassionate and respectful behaviours in everything we do	Treat others with the same compassion and respect as I would expect to be treated with	A positive experience for our patients and service users
CONTRIBUTING/GIVING Always do our bit for patients	Enable everyone with the opportunity to make a positive difference to patients, whatever their role	Acknowledge the difference I can make to patients in the role that I do	Staff who come together to make a positive difference to patients

People

"Everyone has the opportunity to achieve their purpose"



- We remain committed to our people promise to be the NHS employer of choice. This is about upholding and protecting your employment rights (Employment Essentials), doing our best to make your working life enjoyable (Go Engage - The WWL Way), looking after you and your health (Steps 4 Wellness) and helping you to be the best you can be (WWL Route Planner)
- We will build on our successful programmes to develop our people now and to meet future needs. We have already had success with the MCH medical learn, earn and return programme, we pioneered the creating of FY3 Trust posts and will continue to support Junior Doctors. We are committed to the concept of growing our own workforce through apprenticeships and the pre-degree nursing programme.
- We also want to recognise and acknowledge the dedication and professionalism of our people through Going the Extra Mile, Recognising Excellence Awards and our commitment to Local Clinical Excellence
- We want our people to share challenges, stories and innovative ideas. We will celebrate successes and positive stories of change

Our pledge	WWL will:	I will:	We will all see:
<p>Uphold and protect your employment rights</p> <p>Employment Essentials</p>	<p>Deliver top class and innovative employment policies and processes</p>	<p>Commit to follow WWL policies, live our values and display our behaviours</p>	<p>Necessary employment needs are delivered to every member of staff</p>
<p>Do our best to make your working life enjoyable</p> <p>Go Engage - The WWL Way</p>	<p>Make your experience at work our priority.</p> <p>Work with you to make better services for the future</p>	<p>Give my best every day.</p> <p>Embrace new and better ways of working</p>	<p>A confident, optimistic culture where staff are motivated, dedicated and committed to deliver the best our community and patients</p>
<p>Help you to be the best you can be</p> <p>WWL Route Planner</p>	<p>Provide the development and training you need to do your job well</p> <p>Provide career opportunities that are right for you</p>	<p>Complete the training I need to do my job well</p> <p>Take responsibility for my personal development (my route planner)</p>	<p>Staff remain loyal to WWL employment, with the skills needed now and in the future</p>
<p>Look after you and your health</p> <p>Steps 4 Wellness</p>	<p>Provide activities to support your health and wellbeing</p>	<p>Make positive choices to look after my wellbeing</p>	<p>Happy and healthy staff</p>

Performance

"We aim to be in the top 10%"



- In part, we believe technology will help to deliver our vision. We've already made a good start, having been recognised for the best-ever implementation of the Allscripts Hospital Information System across the world and created apps to plan services more effectively. We will continue to **collaborate** with partners and industry leaders to enhance patient and staff experiences through new technology. We will need the involvement of our people and their commitment in the design and implementation of these new technologies to really make them work.
- Acknowledging and meeting the changing needs of our patients and community can also be achieved through how we use our estate, by optimising and repurposing buildings. We have already seen this with the development of the laparoscopic theatre at Royal Albert Edward Infirmary, Christie @ Wigan, our Age Well Unit, one-stop services at the Hanover Unit at Leigh and purpose-designed outpatient and ophthalmology facilities at Thomas Linacre Centre and Boston House to name but a few.

Our pledge	WWL will:	I will:	We will all see:
FOUNDATION To achieve all national standards	Endeavour to make decisions in all of our interests in a timely manner	Make wise decisions in my own area of work, and make every penny count	A strong and successful organisation that can influence its future
Our pledge	WWL will:	I will:	We will all see:
AMBITION Striving for excellence	Encourage and support you to be bold and build on your foundations	Keep looking to equal or better what you do now	A highly performing organisation with a strong reputation
Our pledge	WWL will:	I will:	We will all see:
INNOVATION Transforming what we do	Support you to make the impossible possible	Push the boundaries with my ideas	We are at the forefront leading the way - others will follow

Partnerships

"We work together for the best patient outcomes"



- We can build on our foundations to become a strong partner, delivering the Wigan Locality Plan (Further and Faster to 2020)
- We can shape great quality healthcare across a wellness spectrum from residents in the community, focusing on prevention and intervention, right through to patients of primary and specialist care
- In addition, we do believe in the need for shared services, yet in alignment with our priorities; to focus on patients, people, performance and partnerships. This will help us to collaborate and share best practice with our North West partners to identify the best possible solutions for our region. The Sterile Services Decontamination Unit (SSDU), Pathology at Wigan service (PAWS) and Christie @ Wigan are already examples of collaboration in this way.

Our pledge	WWL will:	I will:	We will all see:
PRINCIPLES	Enter into partnerships that enhance outcomes for patients	Recognise that standing still is not an option and that collaborative partnerships are key to future success	Strong partnerships that enable a sustainable future for patient care
Our pledge	WWL will:	I will:	We will all see:
OPPORTUNITIES	Identify the positive opportunities presented by partnership working	Positively embrace the new ways of working that collaborative partnerships bring	Examples of improved patient outcomes and experience
Our pledge	WWL will:	I will:	We will all see:
APPROACH	Communicate in an honest, transparent, timely and appropriate way and learn from our experiences	Engage in collaborative partnerships relevant to my role and build constructive relationships which create success	Positive approaches to partnerships that enable us to continuously deliver excellent patient care

THE ROLE

Wrightington, Wigan and Leigh NHS Foundation Trust (WWL) is known as a distinctively high quality Trust, working with a diverse community. WWL has an ambitious vision grounded in a strong sense of local identity, and future plans are driven by a deep understanding of patients' needs and the particular role WWL plays in responding to those. The Trust has maintained its CQC rating of 'Good' through clear goals around service provision, and innovation in the design of patient-centred services close to their homes, and the arrival of community services teams at the Trust will take this further forward. WWL has a vibrant, distinctive culture, which puts people at its heart – the patients and future patients the Trust exists to serve, and colleagues and volunteers who make the organisation what it is today. Ensuring that continues to thrive will be critical for the future.

It is a stimulating time for the Trust, as it considers a number of strategic issues. With increasing demand pressures combined with prioritising strategic partnerships, this is a critical time for the Trust to search for its new leader. The new Chief Executive must bring collaborative instincts to enable positive support for partnership from within the Trust while remaining clear-eyed about the needs of WWL's patients and the primacy of caring for them. This outlook will be especially important externally, as the Chief Executive seeks new and mutually beneficial partnerships with other leaders of health organisations, potentially building on the existing collaboration with Bolton, and taking forward the Healthier Wigan Partnership. S/he will be instrumental in preparing WWL for the future, focusing on integrating care models, addressing the complex needs of an ageing population, and tackling workforce shortages by working closely with partners to grow WWL's staff base.

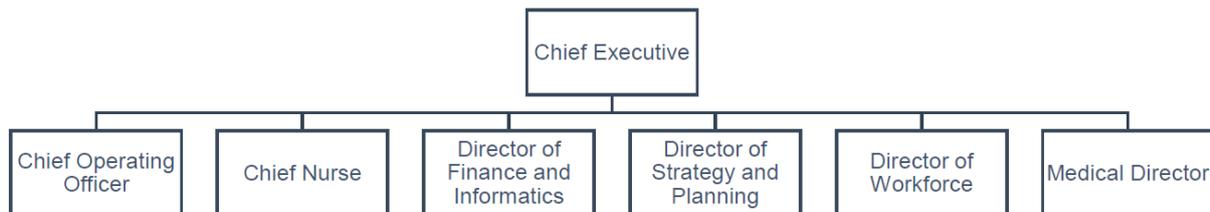
PURPOSE OF POST

The Chief Executive holds overall responsibility for the leadership and management of the Foundation Trust. As Accountable Officer, the post holder is accountable for the delivery of safe and high-quality services by the Foundation Trust and ensuring achievement of its performance targets, financial obligations and statutory duties. The Chief Executive is also responsible for the strategic direction, leadership culture and people development within the organisation.

The Chief Executive also plays an important leadership role in the wider health and care community across Wigan Borough, as we work increasingly closely together as part of the Healthier Wigan Partnership with the aim of delivering whole-system reform centred around integrated care.

The Chief Executive represents the Foundation Trust in a variety of regional and national fora.

Organisation chart 1: Executive Team structure



DUTIES & RESPONSIBILITIES



Main Duties & Responsibilities of the CEO

- To lead the Trust, taking overall executive responsibility for the delivery of safe, high quality services to ensure the best care and experience for patients in an appropriate environment;
- To ensure that the Foundation Trust meets its statutory duties and responsibilities and to ensure that its functions are carried out in a way that demonstrates financial viability and proper stewardship of public money and assets to Parliament;
- To drive a culture of staff engagement and continuous improvement, drawing on international best practice;
- To ensure that patient services and all dealings with staff and stakeholders are developed and conducted with equality and inclusion at the fore;
- To take account of all national policy developments affecting the service delivery of the Foundation Trust;
- With other members of the Healthier Wigan Partnership, to ensure effective collaboration and integration and to support the development of an Integrated Care System.

Vision, Leadership and Strategic Management

- To lead and develop the Executive Team to enable them to deliver the strategic priorities of the Foundation Trust;
- To act as a champion for inclusion and diversity, both as an employer and a provider of services, ensuring that effective policies and procedures are in place and actively promoted;
- Working with the Chair, to ensure that the Board of Directors effectively leads and drives the development of strategies and policies which will result in the achievement of high quality, integrated care pathways, consistent with local commissioner and national policy, standards and targets requirements;
- To review and evaluate the external environment for present and future strengths, weaknesses, opportunities and threats and to use this analysis to inform the production of the Foundation Trust's annual plan; ensuring that the plan is designed to achieve the Foundation Trust's vision and strategy and optimises the use of the workforce and available financial resources;
- To promote a culture that encourages the use of initiative, individual and team responsibility and open communications, ensuring that an appropriate leadership and management structure is in place to facilitate ward-to-board visibility of successes, emerging risks and performance concerns;
- To maintain effective relationships with colleagues, staff and external partners to support the delivery of the Foundation Trust's strategic objectives;
- To maintain and develop effective relationships with external stakeholders and with local and wider professional communities;
- To contribute to the development of a positive public image of the Foundation Trust by communicating the Trust's strategy, plans, successes and constraints;
- To promote the work of the Freedom to Speak Up Guardian so that staff are confident to raise any concerns.

Partnerships

- To work collaboratively with other Healthier Wigan Partnership members to develop an Integrated Care System and enable partner organisations to fulfil their statutory duties;
- To work collegiately across Greater Manchester, the North West region and nationally where appropriate for the benefit of the Foundation Trust and its patients and communities;
- To lead the Foundation Trust in the development of effective partnership working with patients, service users and carer, clinicians, NHS Improvement, commissioners, local authorities, not-for-profit, advocacy and voluntary organisations;
- To foster and develop strong multi-agency and multi-disciplinary team working arrangements between professions and across agencies;
- To promote and maintain good working relationships with the recognised trade unions, professional bodies and staff representatives.

Corporate Governance

- With the Chair, to continue the development of good working relationships between all members of the Board of Directors, ensuring a unitary board approach to governance;
- With the Chair, to ensure the continuation of good working relationships between the Board of Directors and the Council of Governors, ensuring an effective flow of information between the two groups and facilitating the effective discharge of the statutory duties of the respective bodies;
- In conjunction with the Chair, to monitor the effective operation of the Board of Directors to ensure that the Foundation Trust meets its corporate and clinical governance requirements, its regulatory requirements and all applicable statutory duties;
- To ensure that the Foundation Trust's annual report and accounts (including the Quality Account) is submitted to NHS Improvement and laid before Parliament in advance of the stipulated deadlines and that the Foundation Trust holds an Annual Members' Meeting in accordance with its constitution each year;
- To understand, assess and manage strategic, reputational and operational risk, taking mitigating actions as appropriate to reduce risk;
- To ensure that the Foundation Trust is clear about risk appetite and that it is managing its resources and activities accordingly;
- To ensure that health and safety policies and procedures reflect current best practice and are discharged effectively by all staff.

Data Quality and Information Governance

- To be aware of the effectiveness of information risk management across the Trust and to lead on information governance and risk assessment management within own areas of responsibility;
- Understand how the strategic business goals of the Trust and how other NHS organisations' business goals may be impacted by information risks, and how those risks may be managed.

Applicable to all Executives

- To contribute actively to the debates and discussions of the Board of Directors, ensuring the provision of appropriate and timely information;

- To work collegiately with other directors to model cabinet behaviour and ensure alignment of priorities and delivery of key performance objectives;
- To use any specialist knowledge and understanding of healthcare generally to assist colleagues and the Board to consider strategic issues and appropriate decisions;
- To adhere to the standards laid down in current guidance for NHS senior managers and at all times acting in a manner that reflects and promotes the views of the Foundation Trust;
- To participate in the executive on-call rota.

This job description is not an exhaustive list. It is subject to change in light of service developments and in consultation with the post holder and the Chair. The content of the agreed job description will be updated on a regular basis as part of the annual Performance Development Review (PDR).



PERSON SPECIFICATION

The successful candidate will be a dynamic and communicative leader, who wins trust and builds loyalty, and will bring:

- Substantial demonstrable experience of working successfully as a board-level director;
- Strong track record of strategic management and professional leadership in a large and complex organisation;
- Capacity to understand and embrace new technology;
- Knowledge, understanding and experience of managing community services;
- Experience of collaborative working with stakeholders on complex service change projects;
- Knowledge, experience and understanding of all aspects of the NHS Governance Framework for NHS Foundation Trusts;
- Significant experience of liaising with NHS regulatory bodies;
- Experienced in the design, development and implementation of quality improvement systems and strategy;
- Experience of dealing with a range of stakeholders, including trade unions, MPs, local Councillors and local community interest groups;
- Knowledge and understanding of strategic context for health care delivery within the NHS.

ESSENTIAL Skills:

- Demonstrable passion for delivering high quality patient services;
- Demonstrable passion for providing an organisational culture that enables staff to flourish;
- Proven track record in service improvement;
- Able to think and plan strategically;
- Ability to work as part of a team in a collegiate way;
- Sound political antenna;
- Creative thinking and advanced problem-solving skills;
- Advanced verbal reasoning and numeracy skills;
- Excellent written and verbal communication skills;
- Highly skilled influencer, effective in engaging stakeholders;
- Ability to present complex issues in clear, simple terms;
- Ability to think laterally and manage ambiguity;

- Qualities of perseverance and tenacity;
- Strongly proactive and solution orientated.

Personal effectiveness and behaviours:

- Authentic leader, committed to collective leadership;
- Able to role model the Foundation Trust's values through own behaviour;
- Gravitas and confidence; stable and resilient under pressure;
- Team player and builder;
- Commitment to public service ethic;
- Articulate and natural relationship builder.

Candidates must possess an appropriate tertiary (e.g. Masters) education qualification or equivalent experience; evidence of ongoing CPD will also be essential.

Other:

- Ability to travel between hospital sites;
- Satisfactory pre-employment screening;
- Ability to participate in the executive on-call rota;
- Ability to meet Fit and Proper Person requirements.

DESIRABLE:

- Postgraduate management qualification;
- Senior leadership experience in an acute hospital;
- Experience of delivering transformative and cultural change;
- Awareness of improvement methodologies.

TERMS OF APPOINTMENT

The post holder is required to work such reasonable additional hours as the needs of the post demands, which includes attendance at evening and weekend meetings when necessary.

Salary will reflect the seniority of the role and will be in line with guidance published by NHS Improvement.

HOW TO APPLY

Saxton Bampfylde Ltd is acting as an employment agency advisor to WWL on this appointment.

Candidates should apply for this role through our website at www.saxbam.com/appointments using code **TADAYA**.

Click on the '**apply**' button and follow the instructions to upload a CV and cover letter, and complete the online equal opportunities monitoring* form.

The closing date for applications is 12.00 on **29TH April, 2019**.

** The equal opportunities monitoring online form will not be shared with anyone involved in assessing your application. Please complete as part of the application process.*