



Our Vision

To provide every patient
with the care we want
for those we love the most



**Norfolk and Norwich
University Hospitals**
NHS Foundation Trust



APPOINTMENT OF CHIEF EXECUTIVE OFFICER APPOINTMENT BRIEF MAY 2019

NORFOLK AND NORWICH UNIVERSITY HOSPITALS NHS FOUNDATION TRUST

The Norfolk and Norwich University Hospitals NHS Foundation Trust (NNUH) provides acute care for around one million people living in Norfolk and surrounding areas. It provides a full range of acute clinical services, including more specialist services such as oncology and radiotherapy, neonatology, trauma and orthopaedics, plastic surgery, vascular surgery, robotic surgery, bone marrow transplants, interventional radiology, brachytherapy, specialist cardiology, paediatric medicine and surgery. Many of its services are amongst the largest in the country (for example, the 5th busiest NHS cancer service in England).

NNUH has over 8,000 staff and volunteers working across the main university hospital at Colney Lane in Norwich and at the redeveloped Cromer Hospital. Patients are referred by around 100 local GP practices and also from other acute hospitals and Clinical Commissioning Groups (CCGs) around the country. Most of the Trust's funding (nearly 90%) comes from Norfolk and Suffolk-based Clinical Commissioning Groups.

NNUH works in close partnership with the nearest local district general hospitals; the James Paget University Hospitals NHS Foundation Trust in Great Yarmouth, the Queen Elizabeth Hospital NHS Foundation Trust in Kings Lynn, the West Suffolk Hospital NHS Foundation Trust in Bury St. Edmunds, and The Ipswich Hospital NHS Trust to provide tertiary services to their populations and to support specialist provision at those locations.

Challenges and opportunities for NNUH

The Norfolk and Norwich is a teaching trust with an important voice regionally and nationally. It continues to attract clinical talent, and the Trust's divisional reorganisation has allowed a new stratum of clinical leaders to develop broad sets of skills across the Trust. The opportunities for research and collaboration are already well established, and are increasing at a fast pace.

The operating environment across the NHS is challenging. In common with many hospitals in England, capacity pressure - both on staff and the estate - has caused NNUH to struggle to meet some key access targets. The Trust is addressing these constraints through a raft of strategic initiatives, including plans for a Diagnostic and Assessment Centre, new ward block and an ambitious new estates strategy. Work has recently commenced on a new interventional radiology unit (providing 4 new state of the art labs) plus a fifth cardiac catheter lab. The flagship Quadram Institute, bringing together clinicians and researchers in gastroenterology and food science, recently opened on the hospital campus and houses one of the largest endoscopy centres in Europe. The Quadram Institute provides the opportunity for the Trust to become a world leader in multimodal diagnostics of the gut.

Culturally the Trust is deeply committed to serving its community, and to espousing the best qualities of the NHS. As a major employer in the region, this relationship with the patient population is felt more keenly at the NNUH than it is in many teaching hospitals of this size and complexity.

Services

Hospital services are divided managerially into four clinical divisions, each led by a clinical 'Chief of Division', supported by a senior operational manager (Divisional Operations Director) and senior nurse (Divisional Nurse Director):

- Medicine
- Surgery
- Women & Children
- Clinical Support Services

Education, Research & Development

Consistent with its role as a teaching hospital, NNUH teaches a wide range of health professionals at both undergraduate and postgraduate level, and shares a key strategic relationship with the University of East Anglia (UEA) which is co-located with the Norfolk & Norwich Hospital on the western fringe of Norwich.

NNUH also hosts the Eastern Clinical Research and Trials network of the NIHR and is one of 15 such hosts nationwide. NNUH is engaged with other major teaching hospitals from outside the area on new collaborations that are tying together research with pioneering new treatments and is in partnership with Cambridge University Hospitals in the Genomics England 100,000 genomes project.

The main site is located at the heart of the Norwich Research Park, home of a number of internationally prestigious institutes addressing the global challenges of climate change and agriculture, food and health. The Biotechnology and Biological Sciences Research Council (BBSRC) has identified the park as a key part of their campus development strategy and NNUH is closely involved in the development of collaborative ventures in the research park with other scientific academic and commercial partners.

The Norwich Research Park is the fourth most highly cited UK location after London, Oxford and Cambridge. There are a number of strategic developments on the park to which NNUH is critical including the Quadram Institute which is a collaboration of the Institute of Food Research (IFR), NNUH, UEA, and the BBSRC. Researchers from IFR, UEA and NNUH have been brought together in the new building, alongside partners from the John Innes Centre and The Genome Analysis Centre to uniquely integrate multidisciplinary bioscience and clinical expertise.

Key Strengths

- A national exemplar of patient safety, having achieved a significant reduction in Hospital Standardised Mortality Ratio (HSMR) over the last year from 115 to below 90;
- Engaged and committed workforce that has demonstrated its willingness and ability to learn, to adapt to change, to embrace new methodologies and to work collaboratively for the benefit of our patients and the local community;
- Co-location with the University of East Anglia as part of the Norwich Research Park;
- Excellent engagement with our population, situated at the heart of the community, and strong relationships with Primary Care and neighbouring care providers;
- Developing Lead Provider models of acute care with neighbouring hospitals, with Pathology already consolidated into the Eastern Pathology Alliance;
- A proven track record of developing cross-sector partnerships locally, regionally, nationally and internationally, including recently being appointed as lead of the regional radiotherapy network and lead provider for the cervical screening service for the East of England;
- Strong governance structures that support strong clinical and corporate leadership, and ensures that there is a clear line of sight from the Board of Directors to each individual member of staff. Issues can quickly be escalated 'from Ward to Board' via the sub-Board framework and the divisional structure facilitates a rapid two-way exchange of information and learning between the top and the bottom of the organisation;
- One of 15 Trusts in England to be appointed to run the local National Institute for Health Research (NIHR) Clinical Research Network, which is testament to our strong ethos of research and innovation. Our partnership with other world-class organisations in the adjacent Norwich

Research Park means that we have close links with one of the largest concentrations of bio scientists in Europe, which will enable us to build on our proven track record of academic and service innovation.

Performance

CLINICAL

The demand for healthcare is at an unprecedented level. NNUH is one of the busiest hospitals in the country in terms of numbers of patients treated, and emergency admissions account for a particularly high proportion of overall occupied bed days. This is due in part to the patient demographic; the ageing population in Norfolk is reflected in the size of the older people's admission numbers, which are significantly higher than the national average. Recent demand and capacity work undertaken by the STP shows this position is likely to exacerbate – requiring significant additional inpatient beds - without considerable system wide intervention. The twin issues of increased emergency demand and an increase in complex discharges to other healthcare and social care providers have affected the hospital's ability to meet targets and put pressure on staff and services. The Care Quality Commission ("CQC") carried out a comprehensive inspection, published in June 2018, which rated the Trust as 'Inadequate' overall, however the Trust was rated as 'Good' under the category of caring. The CQC found that staff were overwhelmingly caring in delivering services to patients. NHS Friends and Family Test scores are exemplary; consistently over 97% of our patients recommend NNUH as a place to receive care and treatment.

In May 2019 the CQC published a further report based on a comprehensive inspection which improved the Trust's rating to 'requires improvement' overall.

WORKFORCE

The hospital's teams lie at the heart of its success in delivering its vision: "to provide every patient with the care we want for those we love the most". Over two years ago, NNUH developed its PRIDE values, through the involvement and feedback of 2,000 staff and patients to ensure they captured the organisation 'at its best' and thus a clear benchmark for standards of behaviour that promote the best environment for all. The Trust continues to embed these into everyday life at the hospital so that they make a tangible difference.

Our Values **P**eople focused **R**espect **I**ntegrity **D**edication **E**xcellence

FINANCIAL

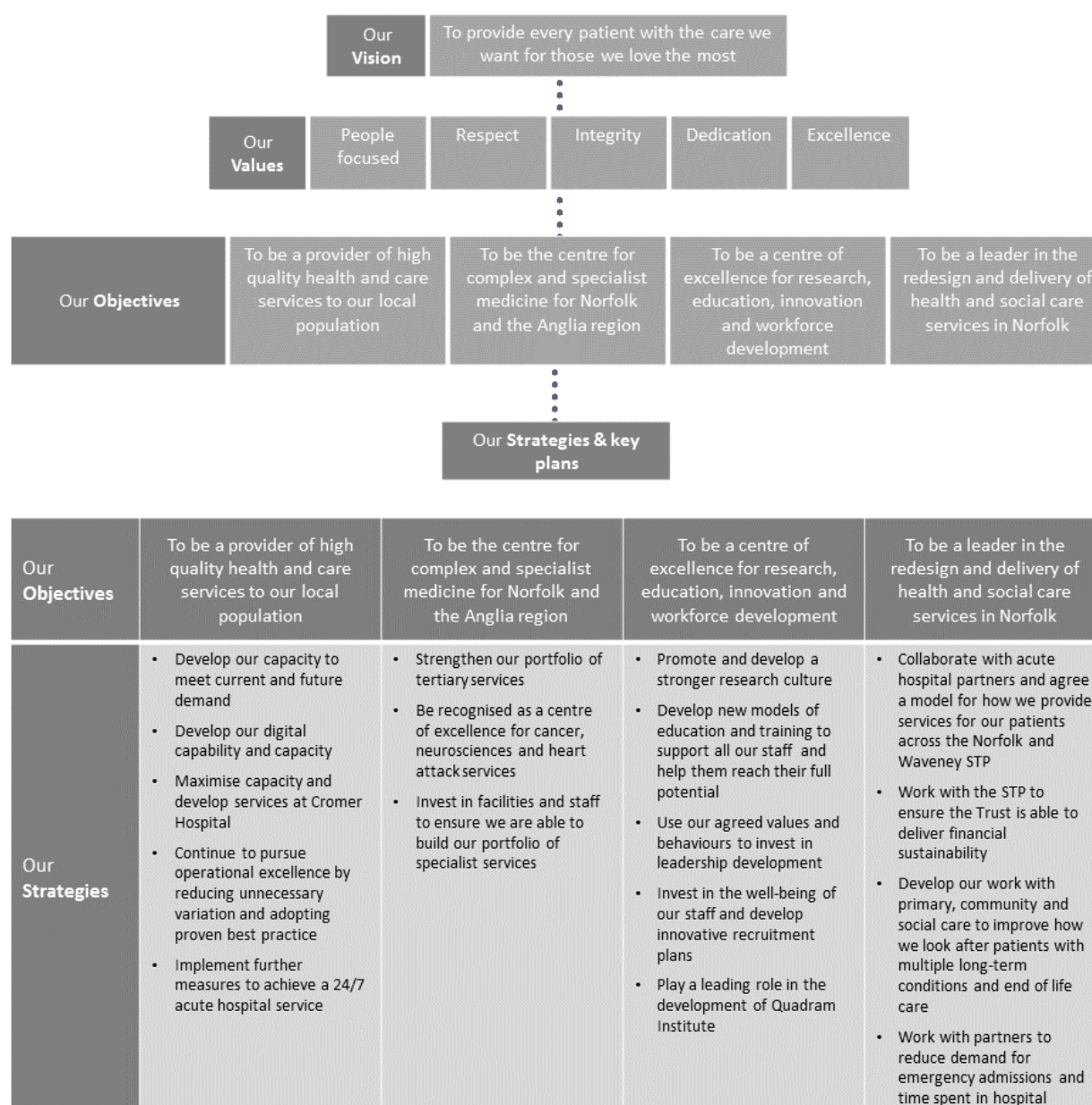
NNUH has faced significant financial pressures with the impact of tariff reductions, pay and pension increases, price inflation and other cost pressures mean that significant savings need to be made in common with all NHS Trusts. The review into NHS efficiency carried out by Lord Carter shows that NNUH is one of the most efficient teaching hospitals in the country. From a cost point of view, the review found that when compared with other same treatments at other hospitals, NNUH provides excellent value for money. Despite best efforts the year end deficit position for 2019/20 was £58m.

Strategy

The Trust is three years into a five year strategy plan and has made substantial progress. As a result, there is stronger clinical leadership and an open and collaborative leadership culture that supports clinical and operational improvement. This progress is recognised across the Trust.

Engagement with the Trust's strategic objectives has increased significantly. Divisions take ownership for their clinical and operational performance, clinicians feel empowered to take decisions and implement changes, and all staff are encouraged to raise issues, concerns and ideas for improvement. An open and collaborative executive leadership approach and new devolved clinical leadership structures have been a key driver of these improvements.

The overarching strategy is summarised as follows, with twelve objectives aligned with four 'purpose' statements:



Norfolk and Waveney Sustainability and Transformation Plan

The overarching aim for Norfolk and Waveney Sustainability and Transformation Partnership is to build healthier communities in Norfolk and Waveney for the people it serves. However, to achieve this, our system commissioners and service providers will need to work together differently.

As a system we have come together and set out a series of vision statements to help shape our health and care services for our population. We aim to communicate and adapt this vision further over the coming months.

- Together we will build healthier communities in Norfolk and Waveney
- We will provide high quality and responsive health and care services for Norfolk & Waveney. We will be there for our people when they are vulnerable, regardless of age or ailment
- We will make it easier for people to access our services to enable people to lead happy and healthier lives
- Working in partnership we will provide sustainable services through an empowered workforce

During 2018/19 the STP embarked on some key strategic developments with the review of demand and capacity across the system, the development of the mental health strategy and the review of children and young people's mental health services. In addition there is an ambitious programme of acute service integration underway across a number of clinical specialties.

The overall STP leadership comes from different organisations across Norfolk & Waveney, including representatives from our commissioners, providers and local authorities. It requires collaborative leadership with a clear sense of collective responsibility. The shift from organisational to system leadership represents a change in our ways of working, throughout all levels within the constituent organisations. This has shown recent progress with the full appointment of an Accountable Officer for the five CCGs and the planned implementation of a single management structure for the CCGs.

The Chair of the STP is the Rt Hon Patricia Hewitt, a former MP and health secretary and the lead Executive is Melanie Craig, who is the chief officer for the five CCGs. The entire NNUH executive team play an active role in engaging across the STP, but most notably the current Chief Executive is the lead SRO for the acute services workstream; our Chief Finance Officer (John Hennessey) is the Finance lead; and our Chief Information Officer (Anthony Lundrigan) holds the role of CIO for the STP (50% basis), recognising that digital transformation and integration is best achieved across the whole Norfolk system.

The Opportunity

Reporting to the Board, the new Chief Executive will bring visible and inspirational leadership, drive and ambition to the Trust. This person will continue to build on the progress within the organisation, strengthening and enhancing the pursuit of the Trust's vision to ensure patients are at the heart of everything we do. This also means that the Trust is committed to playing a leading role in developing stronger partnerships across the healthcare system, including fellow acute trusts, community and mental health providers, CCGs and the STP, co-creating the agenda to integrate care and strengthen patient pathways. The incoming Chief Executive will play an important role in taking this forward alongside other leaders in the system.

While our incoming Chief Executive will play an important role as ambassador for the Trust, this person will also have a vital internal role further embedding the Trust's values throughout the organisation. The Chief Executive will promote the continued development of outstanding services and research while ensuring the Trust provides high quality patient services that are clinically sound and safe. Services will continue to be delivered cost effectively by staff who are valued and motivated, while meeting strategic and financial priorities and performance targets. This will mean building on established strengths as a clinically and research-led organisation, in order to face the challenges and opportunities that lie ahead for the health service in the NHS 10 year plan. Working with a strong senior leadership team, the Chief Executive will provide over-arching strategic leadership and direction to the organisation, building and maintaining a shared vision of the strategic aims, values and culture of the trust.

It is essential that this individual has the ability to empower and develop staff, to stimulate innovation and collaboration, internally and externally, and to strive for the highest standards of performance. The new Chief Executive will be committed to engaging with staff, patients and the wider health and local community to improve clinical, quality and safety outcomes and the patient experience.

The successful candidate will be dedicated to serving and improving the health of our community across Norfolk and passionate about excellence in patient care, with a keen enthusiasm and interest in the work of NNUH and its wider partners.

Chief Executive Officer

The successful candidate will have a significant track record of leadership, gained at Board level, and the proven ability to lead in a large and complex service organisation with highly valued staff.

ROLE SUMMARY

The Chief Executive will...

- be the accountable officer for the organisation, ensuring that the highest standards of quality, safety and governance are met, in order to deliver effective and efficient health services to our population and ensure legal and statutory obligations are fulfilled.
- provide inspirational and compassionate leadership to the entire hospital workforce, ensuring that staff and volunteers are supported and motivated to provide the safest and best patient care, and are at the heart of quality improvement and organisational development .

- lead the ongoing cultural development of the organisation, based on principles of openness, inclusion, compassion, collaboration and our PRIDE values – Person-focused, Respect, Integrity, Dedication and Excellence.
- develop and communicate the strategic vision for NNUH, in conjunction with the Board, actively engaging with patients, families and carers as partners to ensure their views and experience are at the core of quality improvement, governance and strategic direction.
- lead and develop the executive team and hospital management board to deliver NNUH's strategic and operational goals, through a model of distributed clinical leadership and shared accountability.
- lead a continuous focus on quality improvement, through a robust programme management approach, ensuring that learning is captured and embedded, and evidence-based best practice is assimilated, to build the best healthcare services for patients that can ultimately achieve a CQC rating of outstanding.
- monitor, evaluate and manage operational and financial performance in accordance with our values and objectives, and ensure effective systems are in place to maintain timely Board oversight and decision-making.
- support the Chair to ensure the work of the Board of Directors is properly conducted and receives the advice and support necessary for assured decision-making and to fulfil statutory responsibilities, supported by a robust Board Assurance Framework and Risk and Performance Management systems.
- anticipate, review and evaluate present and future opportunities, threats and risks to NNUH's agreed strategic objectives in conjunction with the Board and implement effective and appropriate plans and actions by understanding, assessing and managing strategic, reputational and operational risks.
- drive our mission as a university teaching hospital as a place of high quality, innovative education and research practice, working with academic and science partner organisations to become a world leading clinical academic centre.
- fulfil an integral and collaborative role in the Norfolk and Waveney Sustainability and Transformation Partnership (STP), and with acute and commissioning partners, lead the future development and transformation of acute hospital services across the county.
- build strong and effective relationships with all internal and external stakeholders, to ensure the organisation is a collaborative partner within the STP, and regionally and nationally, and maintain and enhance public confidence in NNUH's capability.
- in common with all members of our team, advocate, exemplify and consistently act as a role model by championing our NNUH Vision and exhibiting our values, including providing constructive challenge to behaviours at all levels that do not reflect our values.

Key Relationships

- It is essential that the Chief Executive has strong and effective working relationships with a wide range of stakeholders. These include:
- **Internal:** Chair, Executive & Non-Executive Directors, divisional leaders and other senior managers, clinicians, staff representatives, governors.
- **External:** Patients' & representative groups; NHS Improvement / NHS England, CQC, Clinical Commissioning Groups; local authorities; other NHS CEO's; academic & research partners; MPs, GPs, local media editors & other providers.

PERSON SPECIFICATION

Education, Qualifications and Training:

Essential

- Educated to degree level/ equivalent professional qualification
- Substantial experience of leadership in a complex health care environment.
- Evidence of continuing professional and personal development

Desirable

- Postgraduate level management qualification

Knowledge and Experience:

Essential

- Significant experience at Executive Director level in an organisation of scale and complexity equivalent to NNUH
- Track record of developing successful organisational/business strategies through complex stakeholder engagement
- Experience of translating organisation strategy and vision into operational objectives and plans which succeed
- Evidence of building positive & vibrant partnership relations
- Understands the strategic direction of the local health economy
- Experience of building successful alliances within and out with the sector
- Track record of delivery of financial and performance objectives to complex organisations

Desirable

- Previous Chief Executive experience
- Experience of leading a teaching and research focused organisation
- Ability to acquire knowledge of regulatory requirements that Foundation Trusts operate in

Leadership and Management Skills:

Essential

- Staff in leadership of a people-focused organisation
- Exhibits energy, enthusiasm and resilience to drive through and achieve end results and improvements
- Ability to communicate ideas and to generate action and delivery through others
- Ability to deliver challenging agendas through effective delegation and a range of leadership styles
- Demonstrates strong commitment to action to achieve equality and diversity in the provision of services and staffing
- Proven ability to initiate and implement change successfully.
- Ability to lead simultaneously both effective operational delivery and fundamental strategic change.

- Ability to achieve credibility, lead and stimulate change through clinicians and other professionals.
- Understanding of key requirements to deliver academic and research excellence.
- Ability to deliver continued quality improvement and innovation to meet the current and future needs of the patients, public and taxpayers.
- On an ongoing basis, meets the 'fit and proper person' requirements as specified by the Care Quality Commission
- Ability to acquire knowledge of regulatory requirements that Foundation Trusts operate in

Terms of appointment

Remuneration	Competitive
Term of Office	Permanent
Terms and Conditions	Six months' notice; other terms mirror Agenda for Change

HOW TO APPLY

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

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

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 noon on **31st May 2019**.

The interview date is **10th July 2019**

GDPR personal data notice

According to GDPR guidelines, we are only able to process your Sensitive Personal Data (racial or ethnic origin, political opinions, religious or philosophical beliefs, trade union membership, genetic data, biometric data, health, sex life, or sexual orientation) with your express consent. You will be asked to complete a consent form when you apply and please **do not** include any Sensitive Personal Data within your CV (although this can be included in your covering letter if you wish to do so), remembering also not to include contact details for referees without their prior agreement.