

# APPOINTMENT OF CHIEF PEOPLE OFFICER APPOINTMENT BRIEF JUNE 2019



**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



# 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 5<sup>th</sup> 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:



Our Objectives	To be a provider of high quality health and care services to our local population	To be the centre for complex and specialist medicine for Norfolk and the Anglia region	To be a centre of excellence for research, education, innovation and workforce development	To be a leader in the redesign and delivery of health and social care services in Norfolk
Our Strategies	<ul style="list-style-type: none"> <li>Develop our capacity to meet current and future demand</li> <li>Develop our digital capability and capacity</li> <li>Maximise capacity and develop services at Cromer Hospital</li> <li>Continue to pursue operational excellence by reducing unnecessary variation and adopting proven best practice</li> <li>Implement further measures to achieve a 24/7 acute hospital service</li> </ul>	<ul style="list-style-type: none"> <li>Strengthen our portfolio of tertiary services</li> <li>Be recognised as a centre of excellence for cancer, neurosciences and heart attack services</li> <li>Invest in facilities and staff to ensure we are able to build our portfolio of specialist services</li> </ul>	<ul style="list-style-type: none"> <li>Promote and develop a stronger research culture</li> <li>Develop new models of education and training to support all our staff and help them reach their full potential</li> <li>Use our agreed values and behaviours to invest in leadership development</li> <li>Invest in the well-being of our staff and develop innovative recruitment plans</li> <li>Play a leading role in the development of Quadram Institute</li> </ul>	<ul style="list-style-type: none"> <li>Collaborate with acute hospital partners and agree a model for how we provide services for our patients across the Norfolk and Waveney STP</li> <li>Work with the STP to ensure the Trust is able to deliver financial sustainability</li> <li>Develop our work with primary, community and social care to improve how we look after patients with multiple long-term conditions and end of life care</li> <li>Work with partners to reduce demand for emergency admissions and time spent in hospital</li> </ul>

# Norfolk and Waveney Sustainability and Transformation Plan

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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

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Reporting to the Chief Executive, the Chief People Officer, as a member of the Board, will ensure that the organisational structure of NNUH- and the workforce capability within it - is designed, developed and supported to deliver our strategy, with patients and provider partners firmly at the centre of this vision.

This role offers the opportunity to shape the workforce strategy and process for a high-performing and diverse staff. It is vital that the people agenda of the Trust is aligned to the challenges and opportunities that now exist for NNUH. The successful candidate will play a key role in enabling NNUH to achieve change whilst maintaining and improving the quality of services. This individual will lead the delivery of an innovative workforce strategy, continuing to ensure that NNUH provides a safe development and learning environment which attracts and retains the best in clinical and non-clinical personnel.

This is a unique role, and one that will require an exceptional candidate to contribute across a broad stage, playing a key role with the STP and partnering closely with Norfolk Research Park and the University of East Anglia. The successful candidate will have not only first-class strategic leadership skills, but also experience in supporting and driving transformation whilst enhancing a stimulating culture.

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 People Officer

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### ROLE SUMMARY

The Chief People Officer will....

- be the executive lead for the resourcing, leadership, support and development of staff and volunteers at NNUH, and the ongoing cultural development of the organisation that enables people to perform at their best
- together with other executive members of the Board of Directors, demonstrate 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
- support the Chair and CEO to 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
- lead our approach to listening, learning from and working in partnership with staff and staff representatives across the organisation, to continually improve the experience of all those working and receiving care at NNUH
- develop and communicate a strategic workforce vision and framework for NNUH so that our clinical divisions are supported to formulate long-term workforce and education plans that ensure we have the people and skills we need in the future, actively engaging with staff and stakeholders (including patients, families and carers) to ensure their views and experience are at the heart of this process

- through design and delivery of a leadership strategy, ensure that NNUH is developing and recruiting leaders (current and future) who possess the knowledge, skills, values and behaviours that are required to achieve our goals and inspire and support every member of staff
- be the organisation's most senior human resources professional, providing strategic advice to the Board and senior leaders on all matters relating to employment, education and staff development, organisation development and staff well-being
- lead, inspire and develop the Workforce directorate, building highly effective teams that are equipped to support the whole organisation in its goal to make NNUH the best possible place to work. Ensure that Workforce teams continually modernise, learning from exemplar employers, maximising the benefits of technology and ensuring HR processes are easy to access and navigate for staff and managers
- as a member of the executive team, maintain 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 that can ultimately achieve a CQC rating of outstanding
- fulfil the executive lead role for equality and diversity across our workforce, taking positive action to continually develop the culture of NNUH as a place that is fair and inclusive for everyone who works here
- fulfil the executive lead role for 'speaking up', working closely with the Lead Freedom to Speak Up Guardian to develop a culture where all staff feel safe and secure to raise concerns at work, and where they feel their contributions are welcomed and appreciated
- fulfil the executive lead role for staff health, safety and well-being, continually enhancing how NNUH supports the health needs of its staff, and chair the work of the health and safety committee
- fulfil the executive lead role for our Volunteering Service, safeguarding and maximising the safety, effectiveness and contribution of volunteers across NNUH
- provide executive-level support to the chair and the work of the Board's People and Culture Committee
- develop systems, key indicators and reporting to track delivery of the workforce and education strategy, integrated with other aspects of NNUH's performance, enabling the Management Board and Board of Directors to maintain close oversight and be responsive, including assurance that the organisation's overall approach to workforce resourcing (permanent and temporary) represents value for money
- work collaboratively with colleagues across the Norfolk and Waveney Sustainability and Transformation Partnership (STP), and with acute and commissioning partners, to deliver 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 Norwich Research Park and Norfolk and Waveney 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
- participate in the strategic level on-call rota as per the hospital's escalation policy



## ORGANISATION CHART



## Key Relationships

It is essential that the Chief People Officer has strong and effective working relationships with a wide range of stakeholders. These include:

**Internal:** Chair, Executive & Non-Executive Directors, Workforce directorate teams, 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

### Qualifications & training

#### *Essential*

- Masters degree level qualification or equivalent experience
- Chartered Fellow CIPD or equivalent experience
- Ongoing evidence of leadership and management development

### Knowledge & experience

#### *Essential*

- A minimum of 5 years' experience at executive / senior level in a large / complex organisation
- Knowledge and understanding of current strategic issues in the NHS

- Appreciation of leading-edge people management and development practices
- Up to date with current UK employment law framework
- Able to deliver against a suite of workforce / performance targets within a quality framework
- Proven track record of managing large scale system change

#### *Desirable*

- Experience at Executive Director/senior leadership level in an acute hospital setting

### **Skills & Abilities**

#### *Desirable*

#### Strategic Management

- Ability to think conceptually and communicate concepts effectively
- Strong decision-making skills with the ability to take decisions and make recommendations upon analysis of opinions
- Able to engage and involve senior staff across disciplines in the development of strategic issues
- Articulate a clear personal vision of what needs to be achieved

#### Strategic Partnerships

- Understands the different perspectives of stakeholders
- Can build effective relationships with key partners
- Can deal in a balanced and open way with conflict
- Can develop strong networks within and outside of the organisation

#### Communication

- Strong persuasive and influencing skills with the ability to present ideas and proposals effectively at Board level
- Excellent written communication skills and the ability to produce reports on complex issues
- Clear analytical skills to allow explanation, evaluation and interpretation of information and opinions

#### Disposition

- Inspires others and leads by example
- Flexibility
- Ability to mediate/negotiate between different interest groups
- Exemplary personal standards of conduct and behaviour and embodiment of NNUH values

### **Other**

*Desirable*

- Meets the 'fit and proper person' requirements as specified by the Care Quality Commission

## Terms of appointment

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

## HOW TO APPLY

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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](http://www.saxbam.com/jobs) using code **TUXNC**.

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 **3<sup>rd</sup> July 2019**.  
The interview date is **TBC**

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.

*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.*