



**Central London
Community Healthcare**
NHS Trust

Managing Director, Harrow Place-
based Partnership

Candidate information pack

November 2024



Welcome

Dear colleague,

Over the last few years, so much has changed in the way we provide healthcare and the way in which the NHS is perceived by the people we serve by our key partners in delivering this care. We are very proud of the workforce who continue to deliver high-quality care and services. This pride in our work and the amazing people we have at Central London Community Healthcare (CLCH), the North West London Integrated Care System and the Harrow Place-based Partnership have helped us address the many challenges we face. Whatever their role, wherever they work – every single one of our colleagues play an outstanding role in delivering high quality care and support to our communities. Our underlying goal is to deliver successful integrated services for families, children and adults because collaboration is key to providing holistic care in the community.

In this overall context, the Managing Director, Harrow Place-based Partnership will be at the forefront of providing leadership to further drive improvements for our patients and communities. This will be done working with partners across our organisation, NWL ICS, NHS providers including Trusts and primary care networks, London Borough of Harrow, and the VSCE sector. The opportunity to really transform our approach to collaboration and integration at place level with other health, social care, independent and voluntary sector partners is so important, and this role will be at the heart of leading that transformational change across Harrow.

You will be central to identifying, building and strengthening our key strategic partnerships and relationships across Harrow, as well as identifying and driving through new opportunities for further integration services; ensuring we meet the challenges of both today and the future, whilst ensuring we maintain our commitment to delivering the best care for the communities within Harrow.

We firmly believe our Trust belongs to our people – both the people we care for and the people who work here. Our people are our most valued asset and the best resource we have to deliver all that is required of us. They shoulder enormous responsibility for the lives of patients and their working life must reflect this; they should be trusted, have compassionate leadership and be duly recognised for their contribution. We want everyone to feel included and supported and this would be the culture you would join in this role.

If you have a track record in delivering service innovation, working at scale, delivering high quality performance and strategic partnership working, and have what it takes to make a difference for our people and the communities we serve; we would love to hear from you.

Best Wishes,
James Benson, Chief Executive CLCH
&
Laura Churchill, Director of Strategy, Partnerships and Integration
CLCH



The wider context

North West London Integrated Care System

The NW London Integrated Care System (ICS) covers the eight boroughs of NW London and brings together all health and care organisations working to deliver against the four core national objectives of ICSs.

The NW London Integrated Care Board (ICB) is the statutory NHS organisation, and employer, responsible for developing a plan for meeting the health needs of the population, managing the NHS budget and arranging for the provision of health services in NW London. In NW London the ICB is known publicly as NHS NW London and is the employer for this role.

The vision of NW London is to reduce inequalities and achieve health outcomes on a par with the best of global cities. To do this we will focus on population health locally and at the level of the ICS. We will strengthen integrated Borough based provision across health and social care in order to increase physical and mental health outcomes, promote life expectancy, quality of life and reduce health inequalities across the entire population of North West London.

Detail of current work across Harrow can be found [here](#).

Central London Community Healthcare NHS Trust

Central London Community Healthcare NHS Trust (CLCH) was established in 2008 as a community services provider and is one of the largest community healthcare organisations in London and Hertfordshire. We provide our services to diverse communities in 11 London Boroughs - Barnet, Brent, Ealing, Hammersmith & Fulham, Harrow, Hounslow, Kensington and Chelsea, Merton, Richmond, Wandsworth, Westminster - and Hertfordshire. Over 4,600 of our staff care for more than 4.1m million patients. Every day, our professionals provide high-quality healthcare in people's homes and local clinics helping them to:

- Stay well
- Manage their own health with the right support
- Avoid unnecessary trips to, or long stays in, hospital

We are rated Good by the Care Quality Commission and are ranked among the top NHS employers. Community healthcare is our focus and our passion. We champion the role of community health professionals to make sure our patients get great care closer to home.

We provide a breadth of community health services, encompassing:

- Adult community nursing including district nursing, community matrons and case management
- Children and family services including health visiting, school nursing, community nursing, speech and language therapy, blood disorders and occupational therapy
- End of life care supporting people to make decisions and receive the care they need at the end of their lives
- Long-term condition management supporting people with complex ongoing health needs caused by disability or chronic illness
- Rehabilitation, neuro-rehabilitation and therapies including physiotherapy, occupational therapy, foot care, and speech and language therapy
- Specialist services including delivering care for people living with diabetes, heart conditions, Parkinson's, homeless health services, community dental services, sexual health and contraceptive services
- Walk-in and urgent care centres providing care for people with minor illnesses and injuries and providing a range of health advice and information.

More details can be found below:

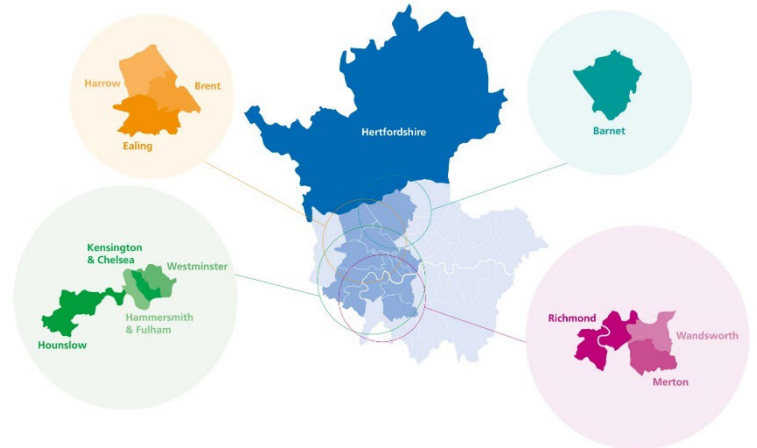
- Our website [here](#).
- 2023 Annual Review Magazine [here](#).
- Our Strategic Direction 2020-2025: [here](#).

Where we work

CLCH delivers a range of community healthcare services across 11 London boroughs and Hertfordshire. Across these areas, we operate in 4 integrated care systems (ICS): North Central London, North West London, South West London, and Hertfordshire and West Essex.

We are an active partner in all our geographies, supporting the planned establishment of ICSs as statutory organisations and working to integrate services locally at Place.

Our focus is on building effective long-term partnerships within our 4 ICS areas and working with others to constantly improve the quality of care for our residents.



CLCH's vision, values and behaviours

Our vision is to provide great care closer to home. We have four core values and linked behaviours we aim to meet at all times when working with patients, partners and colleagues:

Our values and behaviours:

QUALITY:

We put quality at the heart of everything we do.

1. I take responsibility for the standard and outcomes of my work
2. I provide services which are safe, effective and deliver a good experience
3. I use best practice and feedback to innovate and constantly improve my service

RELATIONSHIPS:

We value our relationships with others.

1. I work collaboratively and in partnership
2. I am caring, compassionate and kind
3. I support the development of skills, talents and abilities

DELIVERY:

We deliver services we are proud of.

1. I treat people with courtesy, dignity and respect
2. I work hard to achieve the aims of my service and the organisation
3. I make the best use of resources and provide value for money

COMMUNITY:

We make a positive difference in our communities.

1. I am visible, accessible and approachable
2. I ensure people, partners and purchasers are actively engaged in planning service and care
3. I embrace difference, diversity and fairness

The Role

The role will have responsibility for driving an ambitious programme of transformation aimed at helping Harrow Place Based Partnership Executive implement high quality, affordable integrated care for our residents. The role will require building and maintaining relationships with a wide range of stakeholders and partners including NWL ICB, NWL ICS, Provider Executive Directors and Clinical Leads, other health and care commissioners, and patients and public representatives.

The post holder will work with all partner organisations to deliver truly integrated care and improved quality, experience and outcomes to the local population as part of our Harrow integrated care partnership. Working with residents and stakeholders in primary care, community, mental health, ICB, acute care, 3rd sector and local authority, the role will require driving changes to deliver the next stage in the development of our partnership. This includes communicating the aims of integrated working and developing delivery plans to fulfil this vision.

This role will have responsibility for overseeing development and operational delivery of Harrow PBP key objectives for the ICS with all partners, reporting progress on a regular basis to Harrow PBP Executive and Collaboration Delivery Group.

To deliver these objectives, the post holder will need to work at various levels with key stakeholders in the health, social care and wider community. The post holder will require resilience, diplomacy and tact, in addition to expert and well developed strategic and organisational skills.

The role will work alongside Harrow Medical, Clinical Directors, Borough Professional Lead and key LA Directors and officers to ensure a multi-disciplinary / agency approach to all work.

The role will be accountable with its partners to Harrow BBP and North West London Integrated Care System for the performance of our BBP against all national and local targets.

The individual will support all partners to develop the ICS vision of truly integrated care and to improve the quality, experience and outcomes for all of our local communities, including persistent health inequalities in Harrow.

This will involve building and maintaining strong and effective relationships at all levels including with patient and service user representatives, carers, clinical leads and managers in primary care, community services, mental health, acute care, our voluntary and community sector, social care, broader Harrow Local Authority Services and North West London ICB functions.

The role will include shaping and communicating the aims of integrated working both “vertically” (for example, between NHS primary, community and acute services) and “horizontally” (for example, between LAs and VCSE).

The post holder will be responsible for:

- Partnership Working
- Integrated Service Delivery
- Communication and Leadership
- Transformation
- Planning, Organising and Wider Governance
- Evidence and Analysis
- Research, Development and Audit



Key Working Relationships

- NWL ICB
- NWL ICS
- Provider Executive Teams
- Harrow PCN CD's
- London Borough of Harrow Councilors/Officers
- Patients and Public
- Third Party Sectors

Structure

The role will report to James Benson, CEO of CLCH, with day-to-day line management via Laura Churchill, Director of Strategy, Partnerships and Integration CLCH. This person will also be accountable to Harrow BBP Joint Management Board and NWL ICS for the performance of the Borough Partnership against all national and local targets.

Main Duties and Responsibilities

Partnership Working

- Model and build the values, behaviour and culture critical to our BBPs future success, including putting the people and communities at the heart of everything we do; working to develop and support a system leadership team focused on Harrow; being honest and transparent where there are issues and disagreements, and helping to resolve these; demonstrating empathy and awareness of the challenges facing each part of our system; and working without fear or favour to enable people to move forward together.
- Developing borough partnerships. NWL is committed to developing effective integration at the level of place, as well as at system level. In most boroughs, plans are well-advanced and it is the role of the Managing Director to participate in the leadership of the development of place-based integration.
- Develop, strengthen and maintain our partnership working by ensuring that all partners are involved with, supportive and feel ownership of the BBP's programme at board and clinical leadership levels and, as the partnership develops over time, throughout all staff groups.
- Ensure the approach of the partnership wherever possible is supportive to individual organisational goals, such that the value and purpose of involvement is clear with motivation for maintaining involvement during times of conflict, tension and controversy.
- Work with the communication and engagement leads to ensure a proactive and consistent approach to patient, service user, carer and public involvement and engagement in the development of our BBP.
- As the partnership continues to evolve, ensure that the structure for boards and governance remain "fit for purpose" with responsibility and accountability for BBP activities and the relationship with the sovereign boards in our partner organisations.
- Ensure the approach of the partnership wherever possible is supportive to individual organisational goals so that the value and purpose of involvement is clear with motivation for maintaining involvement during times of conflict, tension and controversy.
- Work with the communication and engagement leads to ensure a proactive approach to patient and public involvement and engagement in the development of integrated working.

Integrated Service Delivery

- Provide system-wide leadership and management in the delivery of the agreed vision and strategic priorities of the BBP.
- Development of Primary Care Networks (PCNs) are important building blocks of the future care system and will continue to need support to develop. NWL has a programme and an evolving strategy to support them which the borough lead needs to ensure is tailored to local need and effectively implemented.
- Work with CEOs and Executive Directors to develop close alignment between health and care commissioners and providers in Harrow, including through the development of joint commissioning and contracting arrangements.
- Make recommendations to Harrow BBP on the operation of the partnership including governance structures, contract management and integrated operational arrangements; ensuring appropriate structures are in place to oversee effective implementation and monitoring of these, once agreed.
- Work with key NHS and local authority commissioning and provider finance directors to progress a shared public funding model based and with relevant leads to ensure risk / gain strategies are in place and tested across the partnership to enable safe and sustainable service delivery.

Communication and Leadership

- Develop open and honest communications with all key organisational stakeholders so that the post holder models the values of the partnership in relation to openness amongst partners. This will include communicating information that is highly complex, challenging and potentially controversial. Develop an agreement and strategy on communications across Harrow which is signed up to by key stakeholders.
- Ensure that appropriate, effective and purposeful communication is developed and maintained with key stakeholder groups. This will involve direct work by the post holder, co-ordinating the work of others and providing support and advice where appropriate to the Executive Directors of all organisations.
- Provide specific leadership as part of Harrow's Health and Care Executive, ensuring effective management and operation of the partnership.
- Link with commissioners in participating organisations to ensure external contracts support the Place priorities.
- Ensure that where appropriate, performance measurement and management measures are developed and managed, specific to the performance of the partnership.

Transformation

- Work with and support Harrow BBP team ensuring they have clear objectives, reviews, appraisal and support built in.
- Build clear links between the Health and Wellbeing Strategy and ICS / Place Programmes.
- Oversee the negotiation, allocation and management of the budget allocated to the development of the partnership in Harrow.

- Drive an ambitious programme of transformation aimed at helping Harrow BBP Joint Management Board implement high quality, affordable integrated care for our residents.
- Agree clinical transformation priorities with Harrow's Health and Care Executive and Clinical Senate and to ensure relevant clinical staff are engaged in the work to redesign system wide pathways and new models of care delivery for agreed population cohorts.
- Oversee all associated NHS transformation programmes to drive reform and support organisational change and link with partner priorities.
- Ensure effective processes are in place that transformation priorities progress within agreed timescales.
- Work with provider directors to develop relevant business cases to support the delivery of alternative pathways.
- Oversee the operational delivery of agreed changes by working with and supporting and influencing provider senior managers/directors to deliver the agreed new models.
- Ensure there are systems in place to monitor and evaluate the impact, safety and effectiveness of pathway change with clear reporting lines to the Delivery Board.
- Review operations and local structures with provider partners across the partnership to integrate posts and structures e.g. information, finance, operational management and clinical delivery

Planning, Organising and Wider Governance

- Ensure that there is robust, credible and effective planning in place to support the partnership as it continues to grow and evolve, and that staff resources are made available to support this from participating organisations - Providers/ICB / NWL ICS.
- Ensure that the structures are in place to deliver Harrow BBP Executive function including meetings structures are supported by agreed Terms of Reference, standard front sheets and formats for meeting papers, and other underpinning documentation, are coherent, consistent with each other and are reviewed on an ongoing basis as to their efficiency and effectiveness, and how they contribute to delivery of the whole programme. Ensure that meetings are well organised and planned from an administrative and technological perspective (including shared databases of information and record keeping where appropriate), that meetings governance arrangements are clear and easily available, and that the purpose and intended outcomes of meetings and individual agenda items are clear.
- Ensure that participants and chairs are clear as to expectations of their respective roles and responsibilities including attendance and deputising arrangements, and swift circulation of minutes and actions from meetings. Ensure that key stakeholders in the various structures have an opportunity to feedback on whether meetings delivered their intended objectives/ outcomes, and to act upon such feedback.
- Ensure that there is an agreed process for dispute resolution within the structures supporting the programme.
- Ensure that the programme governance arrangements enable the effective oversight of the programme, the identification and management of risk, the development and maintenance of stakeholder involvement and ownership and are consistent with the requirements of individual organisations' governance structures.

- Ensure that the programme has as an appropriate and effective quality assurance system which demonstrates to stakeholders that it is being led and managed to high standards, and provides additional reassurance that its goals and outcomes are credible.
- Ensure that the programme itself and its implementation and delivery structures are designed to assist in meeting developmental, and internal and external performance and other assurance and regulatory requirements incumbent on participating organisations including NHSI and Care Quality Commission standards.

Evidence and Analysis

- Ensure that the partnership develops its key goals and outcomes taking account of sound evidence and analysis, including knowledge of variation. It is recognised that highly complex quantitative and qualitative data will inform decision-making in the programme.
- Ensure that existing information, strategies, data and research evidence available locally, regionally and nationally are fully utilised in support of the programme, including ensuring that any external partners are familiar with the availability of such material and do not reinvent the wheel.
- Ensure that the partnership jointly develops and continually reviews key performance indicators in relation to its own delivery and its goals and outcomes, and that these are regularly reviewed and shared amongst stakeholders.
- To ensure effective systems are in place to monitor progress, ensuring corrective action taken to achieve agreed delivery milestones; with regular updates to the Board.
- To support any assurance/assessment/inspection processes for the partnership.

Research, Development and Audit

- Ensure that the partnership is appropriately evaluated throughout its lifespan by internal review and, where relevant, external evaluation.
- Work with key partners to develop their involvement in the partnership with a specific focus on areas such as research, innovation and workforce development.

Equality and Diversity

- Ensure that the programme maintains and supports equity of access for all individuals and groups and that programme goals do not negatively impact on specific groups in a manner inconsistent with equality and diversity duties.

Person Specification

We are looking for an individual who brings some or most of the following experience:

Knowledge and experience

- Experience of leading system wide transformational change initiatives and of large, complex programmes and service improvement business cases to time and budget in challenging political and resource environments.
- Significant experience of developing strategic and service plans in the public sector.
- Proven experience of contributing at Board level and working across a range of organisations to achieve change and improve service outcomes.
- Proven good links with regulators and support agencies and strong experience of engaging with stakeholders, including public and patient engagement, and of building credibility with Boards, NHS and/or LA Committees.
- Understanding and experience of application of evidence-based improvement methodologies.
- Understanding of the broader strategic and policy context for delivery of health and social care services, including addressing Health Inequalities, for Harrow, as well as the broader political environment of Local Government and democratic accountability.
- Master's degree or demonstrable equivalent experience showing ability to understand and resolve complex and conflictual concepts and practical challenges.

Skills & attributes

- Excellent leadership and influencing skills, demonstrable professional credibility, and the ability to lead and manage change with a commitment to the development of a culture of openness and partnership.
- Capacity to think strategically and take a whole systems approach and to analyse and solve complex problems, including option appraisals.
- Change management and organisational development skills and techniques, with a commitment to the continuous development of staff and self, including an ability to learn from experience and adapt to changes and new challenges.
- Commitment to improving quality of patient care.
- Creative thinker with self-awareness, integrity, objectivity and fairness.
- Excellent communication and interpersonal skills to negotiate with and persuade stakeholders, some of whom will have opposing views on policy changes in relation to the future design of services.
- Ability to adapt to changing priorities and re-focus the team on new priority areas that require urgent action.

How to apply

Saxton Bampfylde Ltd is acting as an employment agency advisor to the Central London Community Healthcare NHS Trust on this appointment. Candidates should apply for this role through Saxton Bampfylde's website at www.saxbam.com/appointments using code **ZAWLF**.

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 **21st November 2024**.

* 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.

Saxton Bampfylde 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.

Given the significant public profile and responsibility members of NHS Boards hold, it is vital that those appointed inspire confidence of the public, patients and NHS staff at all times. NHS England / NHS Improvement makes a number of specific background checks to ensure that those we appoint are "fit and proper" people to hold these important roles. More information can be found on NHS England's [website](#).

