NHS
South Tees Hospitals
NHS Foundation Trust

NHS
North Tees and Hartlepool
NHS Foundation Trust

CHIEF OPERATING OFFICER AND DEPUTY MANAGING DIRECTOR (NORTH TEES AND HARTLEPOOL SITE)

Job Description

Dear Applicant,

Thank you for your interest in the position of Chief Operating Officer/Deputy Managing Director. I trust that you will find this information pack informative. We hope that this exciting and rewarding opportunity catches your imagination and you are encouraged to apply.

North Tees and Hartlepool is part of the newly formed Tees Group with a focus on excellent patient care.

The teams at North Tees and Hartlepool operate across two acute hospital sites, a community hospital situated in Peterlee and a number of other community-based hubs employing 5,500 staff who provide integrated hospital and community based services.

The North Tees and Hartlepool site has an income of around £440m and serve a population of circa 400,000 living within Hartlepool, Stockton-on-Tees, East Durham and surrounding areas including Sedgefield, Easington and Peterlee and wider population for our NHS England commissioned services on bowel, breast and cervical cancer.

The population of North Tees and Hartlepool experiences significant health inequalities and one of its prime aims is to not only provide the best health care but to raise the health aspirations of the communities we serve. Treating illness is only part of our work.

Patient safety is the sites absolute number one priority and is reflected in everything we do. We expect every colleague, clinical or non-clinical, to always put our patients first.

We are an aspiring organisation with a focus on innovation in healthcare, reflecting the ambitions of the NHS Long Term Plan. Working to facilitate care closer to home, with a drive for prevention and control over own health – the site is dedicated to collaborative ways of working to drive aspirational outcomes for patients and the wider community.

North Tees and Hartlepool work in close partnership with a range of local and national organisations for the benefit of its patients. Currently the site are developing a hugely ambitious Clinical Diagnostic Centre in Stockton town centre in partnership with Stockton-on-Tees Borough Council, North East and North Cumbria Integrated Care System and South Tees Hospitals.

The site is seen as a valued local health 'voice' and a vocal advocate for our community. The site operates a progressive pathway management model, with the establishment of three care groups focused on: Healthy Lives, Responsive Care and Collaborative Care.

Our vision is to be a consistently high performing and financially sustainable site. We are well on the way to achieving this and by joining us now, you can contribute to our continued journey.

We are looking for people to join us at North Tees and Hartlepool who are aligned with our values. You can learn more about our work on our website **www.nth.nhs.uk** and on our active social media accounts.

Thank you on behalf of the Group Board for your interest in working as part of our Tees Group and wish you every success in your application.

Neil Atkinson
Group Managing Director

OUR HOSPITAL GROUP

provides services to a local population of approximately

1.85 million

We provide care from four main hospitals and deliver services from a further 10 sites.

We work with local authorities in Durham, Hartlepool, Stockton on Tees, Middlesbrough, Redcar & Cleveland and North Yorkshire.

We work in partnership with Teesside University, York University, Newcastle University, Durham University and Sunderland University.

In our hospitals...

we employ

14,700

members of staff

including more than

2,600

staff working in our community services

we have

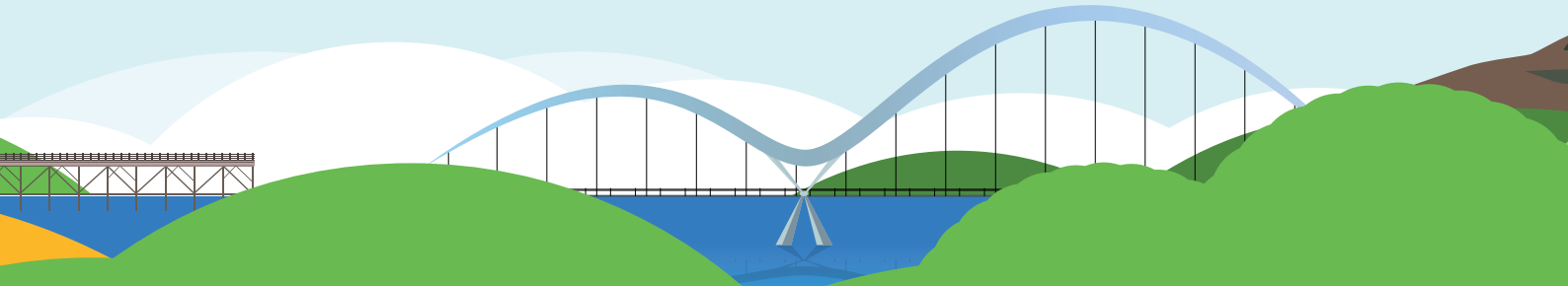
1,495

hospital beds

and

40

operating theatres



In the past year...

we delivered
7,000
babies

we completed
7,433
video appointments

we performed
730,000
radiology images & scans

our community teams cared for
2.1 million
patients closer to home

On average, every day...

we provided
2,598
outpatient appointments

we admitted
637
people to hospital

we treated
1,010
people in our urgent and emergency care services

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Section 1. Job Description

Job title	Chief Operating Officer/Deputy Group Managing Director for North Tees and Hartlepool site
Accountable to	Group Managing Director
Location of work	University Hospital of North Tees

Section 2. Job Summary

As Chief Operating Officer (COO)/Deputy Managing Director, as part of, the Tees Group responsible for the North Tees and Hartlepool site you are accountable to the Group Managing Director for the effective and efficient day to day operation of the site, delivering patient care to the highest levels of safety and quality, meeting all national and local performance criteria and targets, whilst operating within agreed financial parameters.

The COO forms part of a site leadership triumvirate, with the Medical Director and Nursing Director, accountable for the oversight of the site's clinical and operational leadership teams and support functions. The COO/Deputy Managing Director is responsible for the operational and financial delivery of North Tees & Hartlepool site.

You will contribute to the development and implementation of the Group strategy, in the context of national and local priorities and will contribute to the Group corporate agenda.

This role will provide strategic direction, oversight, challenge and innovation into the site clinical services; ensuring the delivery of high-quality, safe and cost-effective care and effecting change to care pathways across the health and social care landscape.

Key responsibilities:

1. To provide strong and effective leadership by inspiring others with clear strategic vision and direction for the operational performance and delivery of services across the care groups; in line with Group vision and values.
2. Optimise opportunities for service improvement to drive forward change, demonstrating a commitment to creating a learning culture delivering continuous quality improvement.
3. Lead and champion an empowered leadership style which maximises team performance to enable excellent patient care; foster and embed a culture of continuous improvement.
4. Promote a culture of openness, fairness, innovation and transparency and to ensure effective engagement with patients, clinicians, partners, stakeholders and staff in the planning and delivery of services.
5. Delegated accountability, authority and responsibility for Emergency Preparedness Resilience and Response (EPRR) for the site.

Most challenging part of the job

To direct and lead a diverse portfolio, to fully engage and develop our people so that they are able to balance ever pressing demands, realise reductions in the overall cost structure of service delivery, whilst attaining better patient outcomes and experiences whilst responding to changing patterns of operational pressures. The post holder will inspire our workforce to enable optimal performance and effective team cohesion.

The post holder will possess outstanding, value-driven leadership to motivate patient-centered transformational change, with exemplary inter-personal and communication skills, in order to build sustainable and credible relationships with local, regional and national stakeholders.

Section 3. Key Responsibilities

3.1 Governance and quality

1. Ensure robust arrangements are in place to assure governance and performance matters are effectively monitored across all services, ensuring that the highest standards of corporate and clinical governance are maintained and aligns with the strategic aims of the Tees Group.
2. Work collaboratively to ensure effective clinical governance and risk management are in place to underpin the delivery of safe, effective, high quality services.
3. Encourage robust business and financial planning within all operational areas to maximise the effective use of resources and ensure activity is managed in line with relevant Group policies, procedures including Standing Orders and Standing Financial Instructions.
4. Ensure that all operational areas develop and deliver cash releasing efficiency savings, within the framework of the Cost Improvement Programme, working in conjunction Finance and corporate teams.
5. Proactively contribute to the Group's assessment against the Well-Led Framework, leading governance reviews, as appropriate, and delivering actions to fill gaps in assurance.
6. Support the Emergency Planning Officer and other colleagues in the day-to-day management of ERPP across the site.

3.2 Strategic and corporate responsibilities

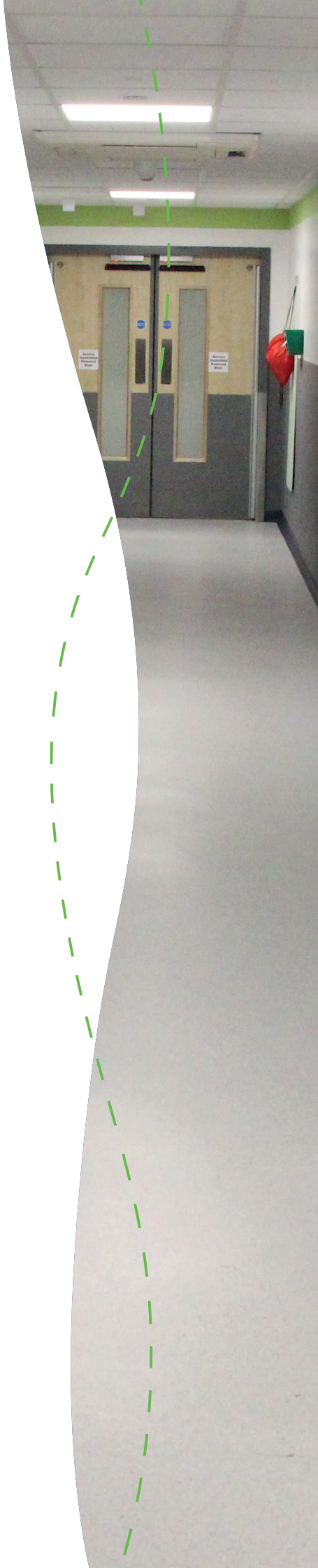
- Responsible, with the other site Directors, for the achievement of targets in both performance and finance and for the quality of service and care provided to patients, whilst promoting the strategic direction of the Group.
- Contribute to the delivery of statutory and non-statutory responsibilities, in order to ensure delivery of Group objectives.
- Contribute to the continued corporate development of the Group, coordinating key areas as directed by and agreed with the Group Managing Director.
- Contribute to the development of a culture of continuous quality improvement in order to meet clinical, financial and performance measures and to deliver high standards of patient care.
- Bring to the attention of the Group Managing Director and the Group Triumvirate any professional issues which might affect the sites performance.
- Participate in the on-call rota for the site.
- Ensuring delivery of the Trust's operational plan as part of the Group strategy.
- Ensuring quality standards and patient safety indicators are integrated into the performance management process and ensuring that the Care Groups deliver Care Quality Commission (CQC) and NHSE standards.
- Leading Transformation Programmes.
- Providing the Group Executive / Group Board, with regular, accurate and appropriate information on performance.
- Ensuring that the requirements of the Equality Act and Human Rights legislation are observed within the development and delivery of services.

3.3 Emergency Planning and System Resilience

- Operate as the Site Accountable Emergency Officer, manage and lead Emergency Planning Resilience and Response (EPPR) on behalf of the site, supporting the delivery of safe effective care and in line with the statutory requirements of the Civil Contingencies Act (2005).
- Ensure active participation and inclusion at national and local EPRR meetings and be responsible for the appropriate action required across the site.
- Ensure measures are in place to enable the prevention, reduction, control, mitigation of, and response to emergencies; ensuring resilience within the organisation to detect, prevent, withstand, handle and recover from disruptive challenges.
- Ensure decisions and actions are taken in accordance with the strategic, tactical and operational objectives defined by emergency responders.
- Maintain systems and protocols to effectively manage critical or major incidents, ensuring there is a robust on call rota in place and that staff on the rota are regularly trained.
- Leading the Trust's emergency planning arrangements, ensuring an effective response to major incidents, external drivers such as pandemics and ensuring effective business continuity plans are in place and utilised.

3.4 Service Delivery and Improvement

- Provide operational leadership and empower Care Group Directors, Clinical Leads and their teams to transform services.
- Lead, with clinicians, including the public health consultant and GP advisor, major change in patient pathways.
- Facilitate the moving into a new and challenging landscape of population health and prevention with a firm focus on tackling the social determinants of health and health inequalities.
- Drive and shape behaviours by actively promoting a culture of responsibility, accountability, innovation, team work and improvement.
- Working collaboratively with commissioners and clinical leaders to jointly develop new offers and viable options for diversified services.
- Participate fully in the planning and implementation of the Corporate Group Strategy and the Group Clinical Services Strategy ensuring every aspect of operational activity is aligned.
- Establish strong working relationships with other service providers in primary, secondary, tertiary, private and voluntary sectors to create shared or complementary approaches to service delivery where appropriate.
- Contribute to the achievement of business plans both internally and externally so that the Group's reputation for innovation continues to grow and translates into new business.
- Ensure that Care Groups deliver clinical activities safely and efficiently in accordance with the agreed national criteria and negotiated contracts.
- Lead operational performance management and smooth service delivery to support the best possible outcomes and experience for patients. Ensuring key operational and national standards are met.
- Work collaboratively to ensure effective clinical governance and risk management are in place to underpin the delivery of safe, high quality services.



- Working closely within the triumvirate and with service leads to identify the implications of implementing proposed service changes and action real change to deliver new systems.
- Meeting clinical quality indicators as agreed within the annual Quality Account.
- Act as the local lead for operational liaison with partners in primary care / social care and Ambulance Trusts, work with partners to drive through change to improve the patient experience across the system.
- Engaging fully and contributing to the development of the Integrated Care System to achieve service delivery and improvement, working closely with key stakeholders and peers.
- Demonstrating personal leadership in the delivery of all patient safety requirements, including protecting patients, staff, and others from Healthcare Acquired Infections (HCAIs).

3.5 Financial Management

- Create a high performance culture where efficiency, financial sustainability and excellence in quality and people are consistently delivered.
- Ensure both quality and value for money and be accountable for the effective performance of the operational services.
- Ensure the operational delivery of the site transformation and financial programme through annual cost improvement plans.
- Negotiate and agree annual budgets for operational areas that best meet service needs, cost improvement and value for money.
- Ensure systems are in place to effectively manage the allocated budget, monitor and review the management of budgets to ensure value for money services are delivered and that performance is within agreed financial limits, taking corrective action as appropriate.

3.6 Management and Leadership

- Provide strong and compassionate leadership by inspiring others with clear strategic vision and direction for the operational performance and delivery of services across the care groups; in line with Group vision and values.
- Create an environment of continuous improvement, empowering others to drive change and demonstrate a commitment to a learning culture.
- Lead and champion an empowered leadership style which maximises team performance to enable excellent patient care; foster and embed a culture of compassion and civility.
- Promote a culture of openness, fairness, innovation and transparency to ensure effective engagement with patients, clinicians, partners, stakeholders and staff in the planning and delivery of services.
- Ensure that all aspects of the NHS People Plan and the Group's People Strategy are embedded across all service areas.
- Ensuring that all staff receive an appraisal, and personal development appropriate to their post, performance, and potential.
- Demonstrating credible leadership, foster team cohesion through motivating staff to achieve the highest levels of performance and engagement.
- Ensuring that all staff have equal opportunities and pro-actively work to eliminate any inequalities or unfair discrimination and support just culture principles.

3.7 Personal

- Maintain personal and professional development to meet the changing demands of the job, participate in appropriate development opportunities.

Section 4. Person Specifications

DESCRIPTION	ESSENTIAL REQUIREMENTS	ASSESSMENT
Qualifications and training	Educated to Master's Degree level or equivalent appropriate professional qualification. Evidence and demonstrable record of continuing professional and personal development.	Application form
Knowledge and experience	• Significant experience of managing large scale operational services. • Leading operations in a healthcare environment (ideally including acute experience). • Working collaboratively with partnership organisations to deliver services. • Leading within complex demanding environments. • Board/senior manager level experience. • Developing others and leading high performing teams, recognising and valuing the contribution of all. • Understanding of commissioning processes and implications of these. • Risk Management in healthcare setting. • Leading / overseeing quality improvement programmes. • Proven experience and ability in managing operational performance with tight financial constraints demonstrating effective budget management. • Demonstrable knowledge of the NHS and wider public sector policy context, infrastructures and cultures. • Demonstrates sound strategic knowledge and awareness of wider NHS & Healthcare challenges and the implications of NHS drivers on acute services. • Experience of capacity planning and translating Group strategy and vision into operational objectives. • Proven record of leading complex organisational change and transformation programmes • Demonstrable experience of building and maintaining credible relationships with all staff especially clinicians. • Ability to lead, engage and influence key partners to work across system and operational boundaries, motivating them to deliver common aims and performance metrics. • Significant experience of situational leadership, workforce engagement and people development gained within a complex healthcare setting.	Application form/ Interview

Skills and attributes	As a leader you will demonstrate: - A deep motivation and commitment to improve patient safety, service performance and to make a real difference to patient care. - You are prepared to shape and implement a vision for the future. - Demonstrate the ability to understand diverse interest groups internally/externally and gain their support. - An ability to effectively communicate rationale for change and modernisation and engaging and facilitating others to work collaboratively to achieve change. - The ability to hold others to account for agreed targets. - Commitment to working and engaging constructively with stakeholders. - A strong sense of commitment to openness, honesty, inclusiveness, and high standards. - Self-belief –an inner self confidence. - Self-awareness – understanding of own strengths areas of development. - Self-management – resilient to different situations. • You must be able to deliver highly complex information and use information to influence in environments where people hold strongly opposing views. • You must be able to respond effectively to complex queries, requiring immediate response, while exposed to day-to-day interruptions. • Ability to motivate and support those around you, proving support and challenge whilst maximising the contribution of others. • Ability to navigate complex organisational issues and relate to wide spectrum of NHS professionals. • Able to demonstrate sound financial management skills and understand business centre approach to healthcare provision. • Excellent organisational and time management skills to meet competing priorities. • Excellent project management skills as project manager or sponsor. Ability to work under pressure and meet tight deadlines. • Ability to share vision and engender ownership in others.	Application form/ Interview
Communication	• A highly visible leader with an engaging and empowering style, who can set strategic direction and articulate a clear vision. • Able to demonstrate a commitment to the highest ethical and professional values in order to lead and motivate patient centered transformational change. • Exhibit a drive, energy, enthusiasm and resilience to drive through and achieve end results and improvements. • An effective listener, able to sum up conflicting views and gain consensus. • Be politically astute and able to network with, and influence, associated parties in the local and national health economy and with local authority/relevant 'political figures'. • Excellent presentation skills with the ability to engage and influence diverse audiences.	Application form/ Interview

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