



Candidate Information Pack

Royal Free London NHS Foundation Trust

Chief Executive Officer of the Royal Free Hospital



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Welcome Letter

April 2024

Hello,

Thank you for spending some time thinking about this brilliant opportunity to join the Royal Free London Group as our Hospital Chief Executive for the Royal Free Hospital. As part of our highly performing Executive team and Board you will bring inclusive, inspiring, and dynamic leadership to drive performance at the Royal Free Hospital and across the Group.

This document will give you some information about the Trust, the exciting opportunities and challenges ahead, as well as about the role and the appointment process. I hope it gives you all you need to decide whether to apply.

The Royal Free London is a special organisation with an incredible history. Founded nearly 200 years ago on the Royal Free Hospital site itself, it broke new ground and uniquely provided healthcare for anyone who needed it more than a century before the NHS was created. That pioneering purpose and groundbreaking innovation has always been at the heart of the organisation; training the first ever female medical students in the UK, leading the research and then development of treatments for HIV/AIDs, and more recently leading the development and clinical trials of the vaccines for COVID-19. We are a major teaching and research centre and one of the major partners of UCL university and deliver nationally and internationally renowned specialist clinical services alongside a wide range of local core services.

The Trust provides services from five main hospital sites across North London, the Royal Free Hospital, Barnet Hospital, Chase Farm Hospital, Finchley Memorial Hospital, and Edgware Hospital, plus delivering care across 70 other sites. We have developed expertise in infectious diseases, organ transplantation, cardiovascular care, cancer, and clinical innovation. One of the largest trusts in the UK, we are proud to have some of the best clinical outcomes in the country, serving much of London's diverse population, and beyond.

Our vision is to deliver world class expertise and local care, routed in our core tripartite mission of clinical excellence, groundbreaking research, and excellence in education.

As our Hospital Chief Executive, you will be an essential part of our Group executive team and be responsible for the strategic and operational leadership of the Royal Free Hospital, ensuring we are delivering excellent patient care in line with our values. Your role will span shaping the strategy of this world-renowned tertiary hospital through to delivery and execution of effective operations, developments, and working across the site and with other health, social care, and partners. As part of the senior system leadership, you will work widely with partners and the ICB to shape, align and deliver our collective priorities. You will have a key leadership role and interface with UCL university representing the Royal Free Hospital and wider Trust in the ongoing development of our joint strategy. You will be a visible, inclusive, leader, with a track record of both impactful operational delivery and, crucially, of leading through relationships and influence within, and ideally beyond, a large, complex, acute healthcare provider. The Royal Free London has some of the most talented, passionate, and renowned clinical leaders in the NHS, and we believe passionately in clinical leadership. The successful candidate in this role will need to be an experienced clinical leader, or, if not a clinician, be able to demonstrate how they have developed and created cultures of high achieving clinical leadership to deliver credible results.

This is an amazing role with a huge opportunity to really make an impact and difference for the future. I look forward to seeing your application and wish you every success with it.

Yours faithfully,
Pete Landstrom
Chief Executive



Summary

Position:	CEO, Royal Free Hospital
Organisation:	Royal Free London NHS Foundation Trust
Reporting Line:	Group Chief Executive
Accountable to:	Group Board (Voting Member)
Location:	Royal Free Hospital, London

Background

The Royal Free Hospital site attracts patients from across the country, offering an extensive range of acute and specialist services: carrying out hundreds of kidney and liver transplants and delivering first rate care and services for cancer patients. We are a specialist centre for cardiology, vascular surgery, rare diseases, haemophilia, amyloidosis and infectious disease and home to one of only two high level isolation units in the UK. The Hospital is a University College London (UCL) Medical School Campus, training hundreds of medical students each year. We're also home to several research facilities including the UCL Institute of Immunity and Transplantation, the UCL Institute for Liver and Digestive Health, and our NIHR Royal Free Clinical Research Facility for early-stage clinical trials.

The Hospital is part of the Royal Free London NHS Foundation Trust Group which delivers acute care across 70 sites including three acute and two community hospitals. With more than 11,000 staff treating 1.6m patients annually, we are one of the biggest Trusts in the UK. Our combined mission is to provide world class expertise in a local care setting. Working in partnership with North Middlesex, West Hertfordshire, and the Royal National Orthopaedic Hospital, we play a significant role in our local health economy, working with UCL Partners, the UCL Health Alliance, and North Central London ICB aiming to take advantage of the latest technology and working in partnership to developing new and better therapies and tackle health and social inequalities.

We are now looking for an experienced and talented leader to oversee the strategic and operational delivery of the Royal Free Hospital as its CEO and as part of the wider Group Trust board.

Please see our [website](#) for our latest [annual report](#).

History

Inspired to establish a 'free' hospital having found a young woman dying on the steps of St Andrew's Church in Holborn, William Marsden, an inspirational young surgeon, founded our organisation in 1828. William believed that access to healthcare should be based on a patient's need, not their ability to pay. From the outset, his objective was to ensure that "poverty and sickness are the only passports" to the best healthcare available. These principles remain a cornerstone of the NHS and our own mission today.

Values & Vision

Our pioneering spirit, built on a history of leading the way in many areas of healthcare: advancing our understanding of illness; taking advantage of the latest technology; developing new and better therapies; and tackling health and social inequalities, continues to be our central approach today. Contributing to our record of delivering some of the best clinical outcomes for patients across our local and specialist services and our mission to be world class in terms of our healthcare services, clinical research, and teaching excellence.

Our staff and patients were engaged in defining our care values. These values describe the behaviours and attitudes we expect to see in working together and with our partners and collaborators in treating our patients and delivering our goals.



Objectives

Our governing objectives inform the direction and decision making of the Royal Free London Group, setting out how we will achieve our mission. They are:



Excellent health outcomes

With consistent delivery of excellent and equitable care that provides access to research for all patients.



Outstanding experience of care

Ensuring the experience of their patients and carers is among the best in the country.



Outstanding experience for their people

Where colleagues feel a strong connection to their work and organisation and are enabled to deliver and to realise their potential.



Be a sustainable organisation

Contributing to the elimination of the north central London system deficit on a recurrent basis, and reducing carbon emissions towards net zero by 2040.

The Trust Board

Non-executive Directors

Mark Lam, Chair



Mark joined the Royal Free London as Chair on 1st April 2021. He also became Chair at our neighbouring trust North Middlesex University Hospital on 30 October 2021. He has been working in north London for a number of years, including as Chair of Barnet, Enfield and Haringey Mental Health NHS Trust.

Prior to working in healthcare, Mark was a senior executive in information technology and telecommunications and brings many years of global experience in transformation and strategy. He began his technology career during the dotcom boom, training at web start-ups before moving into telecommunications and IT. Mark's longest association was with BT Group, where he was a senior executive, finishing his career there as chief technology and information officer of Openreach, the national infrastructure provider. Prior to BT Group, he led a number of digital initiatives at major global businesses, including Carphone Warehouse and Siemens.

Professor Doris Olulode, Non-executive Director

Appointed in December 2018, Doris has held senior positions in the UK and overseas including Head of HR at Ford, Australia & New Zealand and most recently HR Director for Europe, Middle East & Africa with responsibility for around 25,000 employees across 30 countries. She also led Ford's African Ancestry Network and was named by Autocar as one of the top 100 most influential women in the Auto Industry.



Doris is a Non-executive Director for the Chartered Institute of Legal Executives, Clarion Housing Group, University of East London, Royal National Orthopaedic Hospital NHS and a lay member to the HM Courts and Tribunal Service as well as freelancing as an HR consultant.

Pawan Dhir, Non-executive Director



Joining the Board in May 2023, Pawan has three decades of financial services experience, having held a number of executive leadership positions globally at several of the world's largest and most complex institutions. He has extensive finance, audit and risk management expertise in addition to digital transformation and intelligent automation implementation experience.

Amanda Gibbon, Associate Non-executive Director

Amanda's professional background is financial, but she also has a wide range of lay experience in healthcare, research and clinical ethics. She is non-executive director and vice chair of Whittington Health NHS Trust and is an external member of the Audit and Risk Committee of NICE. At the Royal Free, Amanda is a standing invitee to the clinical standards and innovation, audit, and remuneration committees. Amanda will also be chairing the trust's ethics committee.



Dame Donna Kinair, Non-executive Director



Dame Donna has held various roles in the NHS across primary and acute care, including clinical director of emergency medicine at Barking, Havering and Redbridge University Hospitals and executive director of nursing for the Southeast London Cluster board. Previously at the RCN she was the director responsible for policy and practice, including working with international nurses and academics and previously advised the Prime Minister's Commission on the future of Nursing and Midwifery.

Dr Mohini Parmar, Non-executive Director

Joining the Board in January 2022, Dr Mohini Parmar is a senior partner of Barnabas Medical Centre in Ealing and has extensive experience in leading commissioning groups. She is currently chair of the Northwest London Clinical Commissioning Group, and was previously chair of Ealing Clinical Commissioning Group and vice-chair of Ealing health and wellbeing board. Dr Parmar is also a member of the Imperial College Health Partners board.



Akta Raja, Non-executive Director



Appointed as Non-executive Director in January 2017, Akta qualified as a solicitor at Slaughter & May practicing mainly in mergers and acquisitions. She later founded her own company, Enhabit Limited, later sold to Anson Ventures, a firm that incubates startups where Akta is now a partner. Akta is a director of the Royal Free London Property Services Ltd and a trustee of the Royal Free charity. Akta chairs the finance and investment committee and is also a member of the remuneration, audit and clinical standards and innovation committees. Akta is also a member of the trust digital task force.

Sarah Rapson, Associate Non-executive Director

Sarah joined the Royal Free Board in 2021. Currently Executive Director of Supervision at the Financial Reporting Council, Sarah is responsible for overseeing audit quality reviews, corporate reporting reviews, audit firm supervision, audit market supervision and professional oversight teams. She is also a Non-executive Director and Senior Independent Director (SID) at the North Middlesex University Hospital NHS Trust.



Dr Michael Spence, Non-executive Director



Dr Michael Spence joined University College London (UCL) as president and provost in January 2021, from the University of Sydney where he was vice-chancellor. In his first years at UCL, he led the university through the complexities of reopening campus following the end of COVID-19 lockdowns. He has also overseen the opening of UCL East, the university's major new campus in east London, in September 2022.

James Tugendhat, Non-executive Director

James is Chief Executive of HC-One, the UK's leading nursing and care home provider, working closely with local authorities and the NHS across the country. With experience across a wide range of sectors, having started his career in consumer services, over the last 20 years he has held leadership roles in both health and the broader care sector in the UK, Europe and the US including several years as CEO of Boston based Health Dialog, a pioneer of population health management. James is also Non-executive Chair of Noah's Ark Children's Hospice.



Executive Board

Pete Landstrom, Group Chief Executive



Peter Landstrom was appointed as the Royal Free London's Group Chief Executive in late 2023 following several months acting into the role. He joined the Royal Free London in April 2022 from his previous role as Chief Delivery and Strategy Officer for University Hospitals Sussex NHS Foundation Trust. Pete started his career as a management consultant in PricewaterhouseCoopers, before joining the NHS in 2003. He worked in Cardiff and Vale University Health Board for more than ten years and held senior operational management roles across community, secondary and tertiary services, including leadership at a national level for several specialist services in Wales. In 2015 he joined Western Sussex Hospitals, where he was chief operating officer, before going on in 2017 to be appointed as one of the group executives of both the Western Hospitals, and Brighton & Sussex trusts, leading on their merger in 2021.

Crystal Akass, Chief People Officer

Joining the Trust in 2021, Crystal had spent the first half of her career in central government. Since joining the Home Office in 2003 within Borders & Immigration and Crystal progressed to hold senior professional leadership roles including Director of HR within the Cabinet Office and, most recently, Director of People Strategy & Services at the Department for Work and Pensions — the largest UK government department, employing approximately 80,000 civil servants nationwide.

Crystal will hold this CPO role until August 2024; the process of identifying her successor is underway.



Ravi Baghirathan, Chief Transformation Officer



Ravi Baghirathan is Chief Transformation Officer at the Royal Free London, and is the executive director responsible for strategy, transformation and digital. Prior to this role, Ravi was Director of Operations for the Kent and Medway Sustainability & Transformation Partnership. Previously Deputy Director in the strategy group at NHS England, Ravi led on delivering strategy programmes from the Five Year Forward View. Before moving into the NHS, Ravi worked as a senior policy adviser at the Prime Minister's Strategy Unit on No.10 priorities, cross-government reform programmes and green and white papers under two governments.

Vicky Clarke, Chief Finance Officer

Vicky joined the Royal Free London as Chief Finance Officer in January 2022. She is a member of the Institute of Chartered Accountants in England and Wales, having trained with PricewaterhouseCoopers, and first joined the NHS in 2004. Vicky has held various senior finance roles across a number of NHS providers, most recently as Deputy Chief Finance Officer at University College London Hospitals.



Julie Hamilton, Chief Nurse



Julie was promoted to Chief Nurse in July 2020. A nurse of 23 years, Julie, began her career in general surgery at St Mary's Hospital, London, before moving to intensive care at Guy's and St Thomas' NHS Foundation Trust. Following a number of years there in various clinical and professional leadership roles including director of nursing, Julie joined the Royal Free London in January 2019 as Director of Nursing for Barnet Hospital.

Emma Kearney, Chief Communications Officer & Senior Information Risk Owner

Emma joined the Royal Free London in March 2015. She has more than 20 years' experience as a healthcare and NHS communications professional at board level. A journalist by profession, she advised nationally as part of the UK government's and NHS' response to Ebola.



As SIRO (senior information risk owner), she is the board lead for the use of clinical and non-clinical data across the Trust, and leads the information governance department. Emma is also chair of Royal Free London Dispensary Services, a wholly owned subsidiary of the Royal Free London group and one of the biggest pharmacies in the NHS.

Deborah Sanders, Barnet Hospital Chief Executive & Chase Farm Hospital Acting Chief Executive



Deborah has worked at the Royal Free London since 1994. Having trained at the Trust, she was appointed Director of Nursing in 2010. Before that, she worked at St Bartholomew's Hospital and the London Chest Hospital. She was appointed Chief Executive of Barnet Hospital in March 2020 and in July 2023, also became acting Chief Executive of Chase Farm Hospital. Deborah is a board member of the Royal Free Hospital Nurses' Home of Rest Trust and a trustee of the Royal Hospital for Neurodisability.

Dr Gillian Smith, Chief Medical Officer

Dr Gillian Smith was appointed Chief Medical Officer in November 2023, having held the role on an interim basis since 2022. She was previously Medical Director of the Royal Free Hospital. A consultant urologist by background, Gillian has had a range of clinical and professional leadership experience with a focus on improvement and service transformation.



Job Summary

A voting member of the Board, the CEO of the Royal Free Hospital, will contribute fully to the development of strategy and policy as well as the delivery of statutory and corporate responsibilities across the Royal Free Hospital site and the wider group. Responsible for leading the Royal Free Hospital, ensuring the delivery of both the group and local strategy, providing the highest quality clinical care, the CEO will support, through this work, the Royal Free Group's governing objectives to achieve optimum patient care, outcomes and experience, and efficient use of resources.

The Hospital CEO will lead a strong site executive team, each of whom has a critical role in enabling transformation across the hospital and the wider group, including local executive HR and Finance colleagues, bringing together the whole group as a cohesive, motivated, high performing site leadership team. The successful candidate will develop and ensure the visibility of leadership, deploying strategic joined up thinking across the Royal Free Hospital to motivate staff and deliver excellent patient care efficiently and effectively.

As well as their leadership role within the hospital, the CEO will hold important leadership responsibilities for developing and managing external stakeholder relationships and promoting the hospital and wider group externally within the Integrated Care System (ICS), taking the leadership role with local authorities and Trust governors for the local Place strategy and delivery. Relationship management and collaborative working particularly includes University College London University and its significant campus on the Royal Free site.

Key Responsibilities of Job Holder

- Lead the strategic and operational day to day activities of the Royal Free Hospital and its services (some of which are delivered across the wider Group and region), including fully managed networks and the hospital's specialised (tertiary) services, ensuring they are run effectively and to budget;
- Develop and mentor a cohesive site leadership team, who are visible across the Royal Free Hospital, driving a supportive and inclusive culture of accountability and improvement;
- Take a Place based leadership role in developing and nurturing external stakeholder relationships with local healthcare and social care providers, local authorities and the ICS strengthening collaborative working to improve patient outcomes and experience;
- Ensure the Royal Free Hospital Site complies with all quality, governance and statutory requirements;
- Meaningfully contribute at Group Board to drive improvements and efficiency and deliver on the Group's strategic objectives.

Main Duties & Responsibilities

Royal Free World Class Values

The post holder will offer World Class Care to service users, staff, colleagues, clients and patients alike so that everyone at the Royal Free can feel:

- **Welcome** all of the time;
- Confident because we are clearly **communicating**;
- **Respected** and cared for;
- **Reassured** that they are always in safe hands.

Site Leadership

- Ensure all Royal Free Hospital and community services are delivered in a cost effective and efficient manner in line with Trust values and in support of the Group strategy, meeting agreed quality, operational, financial and workforce delivery plans;
- Management of all site related teams, including site management, discharge teams and lounges, and emergency planning to maximise patient flow;
- Regularly review quality & safety, governance & risk, operational performance and other statutory and mandatory key performance indicators, at site level, to ensure areas comply with all statutory requirements;
- Develop and nurture strong partnership working with support services including Estates, Facilities, HR, Finance and IT to ensure the hospital and fully managed networks always function at their best;
- Lead staff engagement programme for the Royal Free Hospital, driving consistent, clear, concise and regular staff communication that is engaging and motivating;
- Represent Royal Free Hospital at assurance meetings and discussions and oversee corporate governance arrangements across the Hospital site ensuring assurance arrangements are robust and fit for purpose;
- Contribute to the Trust's register of key business risks, provide oversight to the development and implementation of a comprehensive business continuity system for the full range of Hospital activities, including: IT failure; flooding; pandemic flu and major internal incidents;
- In conjunction with the Chief Delivery Officer provide regular reports to the Board, ensuring the level of control for business continuity is appropriately assessed, managed and monitored;

Team Leadership

- Develop and lead a cohesive site-based leadership team through the a triumvirate structure (Nursing, Medical, Operations) and local executive HR and Finance colleagues, together developing clear work plans for assurance and improvement across the full range of services managed by the Royal Free Hospital;
- Create and lead a positive engaging work environment which enables staff to flourish and be the best they can be to deliver good outcomes for patients;
- Develop supporting groups, including clinical practice groups, and Trust wide representation at senior leadership meetings, and for day to day clinical and operational issues;
- Ensure the Royal Free Hospital leadership team has a strong and positive presence within the hospital site and across community services and fully managed clinical networks;
- Support and collectively lead all Royal Free Hospital improvement programmes.

Strategic Development of the Trust and Group Model

- As lead executive for the site ensure the Royal Free Hospital and its services, including fully managed networks and the hospital's specialised (tertiary) services, are run effectively and to budget;
- Develop the clinical service strategy for the Royal Free Hospital, cementing the research and teaching agenda, and tertiary offer;
- Enhance wider local health system stakeholder communication and engagement in the development of site based and out-of-hospital care strategy;
- Work closely, representing the hospital and group, with UCL ensuring mutually beneficial development of research and education opportunities;
- Contribute to Trust wide programmes of work, taking the lead on specific areas as requested by the Group Trust Board and contribute as lead of the Royal Free Hospital in the Group business planning cycle;
- Seek, share and drive opportunities with the Trust which improve service delivery and performance to the highest level possible thus contributing to the overall success of the Group;
- Maintain the highest levels of professionalism ensuring that the hospital and wider group are portrayed in a positive, collaborative manner;
- Promote and support the work of the clinical practice groups (CPGs) including any relevant leadership role;
- Challenge constructively the decisions of colleagues;
- Participate on the relevant Trust on call rota(s).

Partnership Working and External Relationships

- Lead the shaping and development of innovative models of integrated care with external multi-agency partners, maximising opportunities for innovation and providing seamless and high-quality patient care across services;
- Develop strong working relationships with healthcare and social care providers local to the Royal Free Hospital, working closely with the ICS and place-based systems of care to strengthen collaborative working and improve patient outcomes and experience;
- Build effective working relationships with critical partners across the delivery of major projects, for example across the Cancer Centre, and in the redevelopment of the St Pancras site;
- Attend relevant local scrutiny board(s);
- Identify opportunities to promote the work of the Group and collaborate with local stakeholders e.g. GPs;
- Sensitively and proactively handle any concerns local stakeholders may have regarding the hospital/Trust;
- Where there are PFIs, represent the hospital in contract management negotiations;
- Establish effective relationships and assurance systems with key regulatory bodies, including for discharge responsibilities, to ensure full compliance with CQC registration requirements and promotion of the wider patient safety agenda, including with, for example, NHS England, the ICS, and the National Health Service Litigation Authority (NHSLA), within the context of the Group;

Operational and Clinical Performance

- Challenge poor practice in all areas including clinical quality, patient experience and operational ineffectiveness, putting remedial actions in place to ensure and evidence improvement, demonstrating that quality and safety are of the utmost priority in the daily operation of the hospital;
- Work with the Group to ensure all reporting is accurate and timely and information is issued regularly and properly to enable continued learning and improvement for patient outcomes;
- Take opportunities to review performance and triangulate information produced through visits to operational areas, observing behaviours, and undertaking honest, supportive and open discussions with staff;
- Review performance at hospital and business unit level to ensure consistent and good performance happens. Where there are performance gaps or failures, lead, support and direct business unit teams to undertake remedial action required in a timely manner;
- Forge and cultivate highly effective relationships and strong partnership working with clinical practice groups.

Fit and proper person

As an executive director with significant control of resources and accountabilities the post-holder will be subject to the requirements of the Health and Social Care Act 2008 (Regulated Activities) Regulations 2014 Section 5 and in particular Schedule 4 (i.e. that they are of good character and satisfy the 'fit and proper person test' to hold an NHS Director level appointment).

General Responsibilities

Infection Control

Infection control is everyone's responsibility. All staff, both clinical and non-clinical, are required to adhere to the Trust's Infection Prevention and Control policies and procedures and the Health Act (2006) Code of Practice for the prevention and control healthcare associated infections and make every effort to maintain high standards of infection control at all times thereby reducing the risk of Healthcare Associated infections.

It is the duty of every member of staff to take personal responsibility for the prevention and control of infection, as laid down in the Trust's policies and procedures which reflect the statutory requirements of the Hygiene Code:

- To work in close collaboration with the Infection Control Team;
- To ensure that monitoring of clinical practice is undertaken at the agreed frequency;
- To ensure that the ward environments are cleaned and maintained to the highest standards; ensuring that shortfalls are rectified, or escalate as necessary;
- To ensure that all staff is released to attend infection control-related educational sessions and staff with specialist roles, e.g. link practitioners, are released to undertake their duties;
- To ensure that all relevant monitoring data and issues are provided to the Directorate's Governance structures

- To ensure that all staff are released to attend infection control-related educational sessions and staff with specialist roles, e.g. link practitioners, are released to undertake their duties.

Health and Safety at Work

The post holder is required to:

- Take reasonable care for the health and safety of him/her and other persons who may be affected by their actions or omissions at work;
- Co-operate with the employer in ensuring that all statutory and other requirements are complied with.

Confidentiality & Data Protection

The post holder has a responsibility to comply with the Data Protection Act and General Data Protection Regulation 2018 and maintain confidentiality of staff, patients, and Trust business.

If you are required to process information, you should do so in a fair and lawful way, ensuring accuracy is maintained. You should hold information only for the specific registered purpose and not use or disclose it in any way incompatible with such a purpose.

You should disclose information only to authorised persons or organisations as instructed. Breaches of confidentiality in relation to information will result in disciplinary action, which may include dismissal. Employees are expected to comply with all Trust policies and procedures and to work in accordance with the Data Protection Act and General Data Protection Regulation 2018. For those posts where there is management or supervision of other staff it is the responsibility of that employee to ensure that their staff receive appropriate training (e.g. HISS induction, organising refresher sessions for staff when necessary).

Conflict of Interest

The Group is responsible for ensuring that the services for patients in its care meet the highest standards. Equally, it is responsible for ensuring that staff do not abuse their official position, to gain or benefit themselves, their family or friends.

Equality and Diversity

The Trust values equality and diversity in employment and in the services we provide. It is committed to promoting equality and diversity in employment and will keep under review our policies and procedures to ensure that the job-related needs of all staff working in the Trust are recognised. The Trust aims to ensure that all job applicants, employees or clients are treated fairly and valued equally regardless of sex, marital status, domestic circumstances, age, race, colour, disablement, ethnic or national origin, social background or employment status, sexual orientation, religion, beliefs, HIV status, gender reassignment, political affiliation or trade union membership. Selection for training and development and promotion will be based on the individual's ability to meet the requirements for the job.

You are responsible for ensuring that the Trust's policies, procedures, and obligation in respect of promoting equality and diversity are adhered to in relation to both staff and services.

Vulnerable Groups

To carry out responsibilities in such a way as to minimise risk of harm to children, young people and vulnerable adults and to promote their welfare in accordance with the Children Act 2004, Working Together to Safeguard Children (2018) and the Care Act 2014

Smoke Free

The Trust implements a Smoke Free policy that applies to all staff. Staff are not allowed to smoke while wearing a recognisable Trust uniform or visible trust identification badge, and not allowed to smoke anywhere on hospital grounds. Staff are not allowed to take additional breaks to smoke. They may smoke during designated breaks but only out of uniform and off site. Staff contravening this policy may be subject to disciplinary procedures.

Standards of dress

All staff are expected to abide by the Trust's guidance on standards of dress.

This job description outlines the current main responsibilities of the post. However, the duties of the post may change and develop over time and may therefore be amended in consultation with the post holder.

Sustainability

The Trust places great importance on sustainable development, reducing their carbon footprint and maximising the positive social, economic, and environmental outcomes of Trust actions and activities. As an employee it will be your responsibility to minimise your environmental impact, use resources efficiently, saving energy by switching off unnecessary equipment, reducing waste generation, using recycling/redistribution facilities, minimising travel, and saving water when possible. If your role involves purchasing/ordering supplies, you must consider the environmental impacts and purchase optimal sustainable products and services.

Sustainability is integral to the Trust achieving the NHS Net Zero target. All staff are therefore expected to be aware of the Greener RFL & NHS agenda (via induction/ESR/other training) and actively encouraged/supported to implement new ways of working within their field of expertise that reduce harmful emissions and waste.

This job description outlines the current main responsibilities of the post. However, the duties of the post may change and develop over time and may therefore be amended in consultation with the post holder.

Person Specification

Selection Criteria		Essential (E) Desirable (D)	Assessed through: Application (A) Interview (I)
Royal Free World Class Values	Demonstrable ability to mee the Royal Free Group's values: <ul style="list-style-type: none"> Positively welcoming Actively respectful Clearly communicating Visibly reassuring 	E	A/I
Experience	Significant senior management experience in an NHS Acute trust	E	A/I
	Previous experience working at board level in an NHS trust	D	A/I
	Experience of increasing staff engagement	E	A/I
	Experience of leading transformational service change	E	A/I
	Experience of managing complex problems	E	A/I
	Clinical leadership experience or background	D	A/I
Skills & Aptitudes	Demonstrable track record of sound financial and operational management in a senior leadership position	E	A/I
	Demonstrable track record of operational performance improvement	E	A/I
	Demonstrable effective partnership working with internal and external stakeholders	E	A/I
	Sound knowledge of problem solving and improvement methodologies	E	A/I
	Ability to influence, negotiate and persuade regarding complex or sensitive issues	E	A/I
	Motivational skills to lead staff	E	A/I
Personal Qualities & Attributes	Ability to enable multi-professional team working and problem solving	E	A/I
	Ability to plan strategically, tactically and creatively	E	A/I
	Ability to take an innovative approach	E	A/I
	The intellect and interpersonal skills to gain the respect of clinicians, managers and academics	E	A/I
	Proactive, versatile and problem solving approach	E	A/I

	Robust and persistent in the pursuit of objectives whilst responding to short term challenges and priorities	E	A/I
	Able to maintain personal credibility	E	A/I
	Able to prioritise and work under pressure	E	A/I
Education & Professional Qualifications	Educated to degree level or equivalent experience	E	A
	Further professional qualification	D	A
	Evidence of continuous personal and professional development	E	A/I
	Clinical qualification	D	A
Other	Meets the requirement for fit and proper persons	E	A/I

Selection Process

Key Dates

Closing Date: Noon, Friday 10th May

Applications will be assessed following the closing date and candidates taken forward will be invited to first stage interview in late May/ early June.

How to Apply

To apply, please submit your application via email with the subject line "Application for the role of Hospital CEO" to royalfreelondon@thembsgroup.co.uk.

If you are unable to apply online or have any accessibility requirements please contact tori.birkenshaw@thembsgroup.co.uk.

All applications should include:

- A short covering letter, of no more than two A4 pages, your interest in the appointment, how you meet the appointment criteria and what you specifically will bring to the post;
- Your current CV including educational and professional qualifications and full employment history. Please explain any gaps in your employment history and give details (where applicable) of budgets and people management responsibilities highlighting relevant achievements;
- Please include names and contact details of three referees. References will not be taken without your prior permission;
- A completed Equality Monitoring Form, which is available in the appendix below;

- Successful candidates will be subject to Occupational Health and Disclosure, and Barring Service checks. All organisations regulated by the Care Quality Commission also need to ensure that successful candidates meet the Fit and Proper Persons Requirement (FPPR).

Diversity, Equity and Inclusion

The Royal Free London NHS Foundation Trust strives to be as diverse as the public it serves and welcomes applications from candidates regardless of age, disability, gender reassignment, race, religion or belief, ethnicity, sex, sexual orientation, marriage and civil partnership, pregnancy, and maternity.

The MBS Group believes that the most successful organisations are led by diverse teams that bring a wealth of different lived experiences to their strategic decision making. We positively encourage applications from people from all sections of the community, across all four countries of the Union, from all backgrounds and with a broad range of experience. We undertake that your application will be dealt with fairly and that all decisions we make about it will be based on merit and your ability to meet the person specification.

To ensure we hold ourselves accountable in conducting inclusive recruitment processes, we monitor diversity at all stages of the appointments process. To this end we ask all applicants to complete a diversity monitoring form. Providing this information is optional, but we would be grateful for your co-operation. Information provided in the diversity monitoring form will be treated as strictly confidential and will be used for monitoring purposes only. Forms are collated and saved separately to other documents with no reference to personal details. They will not be seen by anyone directly involved in the selection process and will not be treated as part of your application. No information will be published or used in any way which allows any individuals to be identified.

Personal Data

In line with GDPR, we ask that you do NOT send us any information that can identify children or any of your Sensitive Personal Data (racial or ethnic origin, political opinions, religious or philosophical beliefs, trade union membership, data concerning health or sex life and sexual orientation, genetic and/or biometric data) in your CV and application documentation. Following this notice, any inclusion of your Sensitive Personal Data in your CV/application documentation will be understood by us as your express consent to process this information going forward. Please also remember to not mention anyone's information or details (e.g. referees) who have not previously agreed to their inclusion.



Contact Details

If you would like to discuss the opportunity in more detail prior to making an application, please contact tori.birkenshaw@thembsgroup.co.uk to arrange a call with a member of the MBS team.