

Chief People Officer

Job description and person specification



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Invitation from our Chief Executive – Matthew Trainer

Thank you for your interest in applying for the role of Chief People Officer (CPO) at our Trust.

We are looking for someone with a fantastic grasp of people, culture, and organisational development to join our leadership team. Our Trust is full of fantastic staff, working hard to deliver care in services that are often under a great deal of pressure. Our staff survey shows that far too many of them have a poor experience of work. Our workforce team is working hard to make sure that we have good processes and policies in place, and to support our clinical teams to deliver the best care that they can.

We need a CPO who can look beyond our acute hospital and develop our role as a major local employer; as a significant employer of BAME staff; as an organisation that has relationships across healthcare, social care, and education; and who can help us build a people strategy that helps us make BHRUT a better place to work.

We have a huge amount of work to do to define the right culture for BHRUT, which we must do in partnership with our staff and our patients. We then need to make sure that the culture translates into the right values and behaviours, and to also ensure that we robustly tackle people who continue to display behaviours that have no place in the modern NHS.

Covid-19 has affected our local boroughs more than most and brought the inequalities and inequities facing local people into better focus. We are seeking a leader who is deeply committed to improving health rather than healthcare alone and who is determined in their focus on people who live in the circumstances which make them vulnerable.

Our CPO will join at an exciting time as we are moving to closer collaboration with our colleagues at Barts Health NHS Trust. Our Chair in common, the Rt Hon Jaqui Smith started in post in October 2021. Also, Shane DeGaris was recently appointed to the role of Group Chief Executive Officer across both organisations. We have agreed a list of priorities for collaboration and the benefits will be measured in relation to our patients, staff and communities. The CPO will work closely with the group Director of People at Barts to make sure that we see our workforce in the context of the NHS across North East London (NEL), not purely as a local Trust resource. We want to give people NHS careers for life in NEL, supporting movement across and between hospitals to encourage people to develop their skills and outlook.

As an Executive Director and non-voting member of the Trust Board, you will make a significant contribution to the development and delivery of the wider Trust and system strategic agenda, establishing a clear strategic vision and direction and translating this into successful outcomes.

Core to the role is the demonstration of leadership qualities and behaviours that promote inclusion, diversity and the Trust's values. You will also be a role model for staff and an ambassador for the Trust. The post holder will work with the Trust Board to create an inclusive environment that supports and develops our exceptional workforce.

We want someone who is a good colleague, who values their fellow executive and leadership team members, and who is honest and kind.

We have a demanding agenda and we have made good progress on a recovery programme for our staff, patients and partners but have much work to do to achieve the constitutional standards. This is a role which will benefit from the insights and experience of a proven leader in the workforce field. NHS experience will be valuable, but we are also very interested in speaking to people who have developed skills in sectors outside the NHS as part of their career journey.

If you've been inspired by what you've read and you have the depth of experience we're looking for, then please do apply. I look forward to hearing from you.

Matthew Trainer
Chief Executive Officer

Integrating Care in North East London

North East London Integrated Care System (NEL ICS) is a partnership of health and social care organisations with an ambition to deliver a clinically and financially sustainable health and care system for the future, taking collective action to improve outcomes and address health inequalities in our population. NEL ICS is focused on supporting the partnership to more effectively come together to deliver on the commitments of the Long-Term Plan, as well as ensuring an effective recovery from COVID-19. As a key member of the Executive Leadership Team our new CPO will play a fundamental role in enabling the integration of improved healthcare through deeper partnership throughout our ICS.

NEL ICS serves a population of about 2m people, consists of one Clinical Commissioning Group, 5 NHS Trusts, 8 local authorities, 49 PCNs, 276 GP practices and a wide range of stakeholders.

It operates a federated model, where decision-making takes place as close to the patient as possible but where we come together to strategically plan, co-ordinate delivery and manage performance.

The building block is the borough-based partnerships where the NHS works closely with Local Authority and other partners to help people stay healthy and tackle inequalities. Our boroughs come together into local Integrated Care Partnerships (ICPs) across 'places' in City and Hackney (C&H), Barking and Dagenham, Havering and Redbridge (BHR), and Tower Hamlets, Newham and Waltham Forest (TNW).

The NHS is going through significant change with the introduction of the Integrated Care System health and care partnership. As per the expectation in the Long Term Plan and White Paper every acute (non-specialist) and mental health NHS trust and FT will be part of at least one provider collaborative, allowing them to integrate services appropriately with local partners at place and to strengthen the resilience, efficiency and quality of services delivered at-scale, including across multiple ICSs. In NEL we have a strong acute alliance across The Homerton, Barts and BHRUT.

About us

With a dedicated workforce of more than 7,500 staff and volunteers and an income of £570m, Barking, Havering and Redbridge University Hospitals NHS Trust (BHRUT) is one of the larger acute trusts in the country. We provide care for a population of about 750,000 people across north east London (NEL), and that number is predicted to increase by 15 per cent over the next ten years. Our Trust serves three London boroughs with diverse populations, and more than half of our workforce identify as Black, Asian, or Minority Ethnic. In addition, eight out of every ten employees are women, and most of our workforce live within the host boroughs of Barking and Dagenham, Havering, and Redbridge.

We also provide healthcare services to people in south west Essex, and specialist neurosciences services to the whole of the county.

Our services include all the major specialties of large acute hospitals, operating from two main sites - King George Hospital in Goodmayes and Queen's Hospital in Romford. We also provide outpatient services at Brentwood Community Hospital, Barking Hospital, Loxford Polyclinic and Harold Wood Polyclinic. We have two of the busiest emergency departments in London - in 2019/20, emergency and urgent attendances (Type 1 & 2) were 189,518 and there were nearly 65,000 ambulance arrivals at both sites.

Over recent years, our Trust has made significant improvements to the quality of care we provide patients. Four years ago, following a re-inspection of services by the Care Quality Commission, BHRUT was taken out of quality special measures, and we have improved our overall rating from 'Inadequate' to 'Requires Improvement'. Since then, on-going improvements in the quality of care have been recognised by various external partners and organisations. In early 2018, the Trust entered Financial Special Measures. A Financial Recovery Plan is in place to deliver the financial savings required over the coming years.

Like other trusts across the country, Covid-19 meant we had to transform, overnight, the way we cared for patients and delivered services. Collaborative working with system colleagues ensured we were one of the first to set up a long Covid clinic that is proving invaluable in supporting the on-going needs of residents. During the vaccine rollout, King George Hospital was designated a vaccination centre and was established and launched in seven days.

Our Trust has been making good progress as we respond to the needs of those people whose treatment was delayed by the virus, although we have much work to do to improve waiting times for urgent and emergency care, and performance against the four-hour emergency access standard remains challenged, in comparison to most other London trusts. This aspect of the organisation's work will be one of the many benefits of closer collaboration with Barts Health. Working with them, and with all partners across NEL, we will find a sustainable solution that will enhance patient care.

We are particularly proud of our regional Neurosciences Centre; Radiotherapy Centre; Hyper Acute Stroke Unit; and dedicated breast care service at King George Hospital. We're also pleased to be part of the NEL Cancer Alliance.

As well as having a Hyper Acute Stroke Unit at Queen's Hospital, the stroke service has transformed from being 'D' rated to the highest possible 'A' rating. The improvements that have taken place have included changing stroke consultants' working patterns to match demand and introducing a virtual ward that allows patients, where appropriate, to receive care and support in their own homes.

In 2017, the Trust unveiled one of the UK's first Halcyon radiotherapy machines, which is just one example of the cutting-edge treatment we now offer patients. We also provide Ethos therapy, which uses artificial intelligence to tailor treatment to patients' changing daily anatomy (in terms of their tumour's shape and position).

We offer staff the opportunity to train to become nurses, while continuing to work full-time in our hospitals. This pioneering Registered Degree Nursing Apprenticeship is transforming lives - and helping to reduce

shortages - by supporting staff who wish to progress to become nurses but who were unable to undertake the usual degree route after leaving school. Growing our own nursing workforce through this route is just one of the ways we have reduced our nursing vacancies and improved retention rates.

Patient experience is hugely important to us as a Trust and has been recognised at the national Patient Experience Awards, particularly for the support we provide to bereaved families. We are also developing our staff networks and we are determined to continually improve our culture for the benefit of our workforce and our patients. We have appointed a Director for Equality, Diversity and Inclusion who is leading the work to foster a culture that is fair, equitable and inclusive and where every voice counts.

With such continuous improvement always at the forefront of our thinking, we are proud to have partnered with the Virginia Mason Institute, along with four other trusts in the country. Now, with the five-year collaboration at an end, we are continuing to embed The PRIDE Way as our methodology for quality and cultural improvement.

OUR PRIDE VALUES

PASSION

RESPONSIBILITY

INNOVATION

DRIVE

EMPOWERMENT

Board members

Chair

Rt Hon Jacqui Smith

Chief Executive

Matthew Trainer

Non – Executive Directors

Non-Executive Directors are:

- Lesley Seary CBE
- Joan Saddler OBE
- Mehboob Khan
- Sue Lees
- Anthony Warrens
- Marta Phillips OBS

Associate Non-Executive Directors

- Caroline Roberts
- Ruth Crowley
- Jackie Westaway

Executive Team

- Mamta Vaidya, Chief Medical Officer
- Kathryn Halford OBE, Chief Nurse
- Nick Swift, Chief Financial Officer
- Caroline Van Luttmer, Emergency Pathway Improvement Advisor
- Richard Pennington, Acting Chief Operating Officer - Elective
- Ann Helpworth, Director of Strategy and Partnerships
- Peter Hunt, Director of Communications and Engagement
- Alan Wishart, Director of Workforce
- Mike Gilham, Director of Finance

For further information to find out more about our board members, please visit our website.

<https://www.bhrhospitals.nhs.uk/>

Organisational Structure

Our current management structure is designed to strengthen both clinical leadership and the senior management team. Divisional (clinical) Directors lead seven divisions, supported by a Director of Midwifery/Divisional Nurse, Divisional Manager, Clinical Lead, Matron and Specialty Manager.

Our Divisional Directors will report into the Chief Operating Officer.

The clinical divisions are divided into seven groups: They include:

- Critical Care and Anaesthetics. Dr R Jain, Divisional Director
- Emergency Care. Dr K Ahmad, Improvement Director Medical
- Specialist Medicine. Dr K Nikookam, Divisional Director
- Women and Child Health. Dr K Thompsett, Divisional Director
- Cancer and Clinical Support. Dr J Huang, Divisional Director
- Frailty and Geriatrics. Dr D Walker, Divisional Director
- Surgery. Mr A Thangadoria, Divisional Director

Job description

Job title: Chief People Officer

Location: Barking, Havering and Redbridge University Hospitals NHS Trust (BHRUT)

Accountable to: Trust Board

Responsible to: Chief Executive Officer

Job summary

You will lead the Trust's people and culture agenda, develop a strategy that places our staff at the centre of what we do and ensure BHRUT is the best place to work.

As a member of the Trust Board, the post holder will lead the implementation and development of our People Framework & Strategy, contributing to the development of the strategic direction and operational success of the Trust overall ensuring this supports BHRUT to become an exemplar of best people practices.

Develop and support the People and OD Directorate to deliver a first class service to all users ensuring this is timely, accurate and consistent.

Demonstrate our PRIDE Values and an inclusive leadership style setting an example for our staff in the way that we work.

With key colleagues across the ICS, design and lead on a People and Culture strategy across the NEL Integrated Care System, and the acute alliance with a focus on our collaboration with Barts Health ensuring a cooperative and open approach to cross organisational partnerships.

The post holder will be expected to work closely with the relevant Group Director in Barts Health to support the development and delivery of the Barts Health / BHRUT collaboration, as set out in the document '[Closer Collaboration](#)' and detailed in any subsequent Memorandum of Understanding signed off by the Boards of each Trust. This will include taking part in appropriate joint Executive governance arrangements to support delivery of the 12 priority areas for closer collaboration.

You will provide strategic leadership and personal action to enable an inclusive and compassionate culture where all people are valued for their individual strengths, views, backgrounds and lived experiences. Ensure the required compliance data and analytics for EDI are fully optimised and provide intelligent information to inform decision making or priority work areas.

The post is a non-voting member of the Board, fully involved in the Trust's core activities, along with other Trust Executive Directors, contributing to corporate management of the Trust, and providing regular input into business decisions.

Key working relationships

Internal

- Chief Executive Officer
- Trust Chair
- Non-Executive Directors
- Directors
- Divisional Triumvirates
- Corporate Services Leads
- Staff Side
- Staff Networks

External

- NHS England/Improvement
- Barts Health
- NEL Integrated Care System
- Staff Side Full Time officers
- NHS Employers

Main duties and key responsibilities

- On behalf of BHRUT lead on the development of both a sustainable BHRUT and ICS People & Culture strategy ensuring there is joint working and commonality of approach.
- Develop the strategy to make BHRUT the best place to work regionally and attract and retain top talent in the organisation.
- Ensure that inclusion is central to all that we do at BHRUT.
- Make every person matter by developing a staff engagement strategy and action plan that allows the Trust to take a holistic approach to staff and their individual needs.
- Ensure our PRIDE Values are replicated in the way we work, through values based recruitment, induction and appraisal, allowing the trust to recruit and retain people whose values resonate with our own.
- Work with the Chief Executive and Trust Board to develop and deliver a programme of work that meets the overall BHRUT strategic objectives.
- Working with colleagues at Barts Health identify areas of collaboration across the People and OD agenda to improve staff experience, use of resources and support changes in service provision
- Oversee the health and well-being of staff by the development of a long term health, wellbeing and welfare strategy as well as immediate actions to support staff post covid, that allows staff to take responsibility for their own well-being, both internally and across NEL.
- Use staff feedback to develop strategy and programmes of work that respond to the feedback received.
- Drive the development of the BHRUT Talent Management/succession planning work-streams to deliver a highly skilled workforce.
- Deliver a recruitment and retention strategy that connects our collaboration with Barts Health; the BHR Academy; our role as an anchor institution and that has our EDI agenda central to this work.
- Ensure that all transactional workforce services are effective and efficient and meet the needs of our service users – ensuring any issues of concern are managed in a proactive manner.
- Use workforce data to develop relevant responses to issues that are highlighted in the data raising any issues where these may arise.
- Develop and work closely with members of the People & OD Directorate senior team to ensure that objectives are agreed, aligned and achievable.

- Work with staff side colleagues to develop close relationships to improve the experience of all staff at BHRUT.
- Attend and provide expert advice to the Trust Board on all people matters, highlighting areas for development and plans to manage these.
- Ensure the People & OD Directorate maintains a positive financial position.
- To undertake, complete and transform performance using the PRIDE Lean for Leaders training.
- Contribute to the corporate management of the Trust beyond immediate areas of own responsibility.
- Participate in the Executive on-call.

Strategic development and partnerships

- Provide collaborative strategic leadership, working closely with the Group Director of People CPO at Barts Health, to deliver improved staff experience to those working within BHRUT/Barts Health.
- Together with other Executive colleagues drive transformation and change with a focus on new ways of working and improve patient safety and care across NEL.
- Work with the Chief Financial Officer and the Director of Strategy & Partnerships to ensure the Trust's strategic plans are deliverable and responsive to operational needs and the wider system agenda
- Work with partners to drive change and improve career pathways across health and social care boundaries
- Represent the Trust in health economy and other forums to develop and maintain productive relationships with all external partners and key stakeholders

External relationships

- Work with our local partners in Barking, Havering and Redbridge; both singly and together as appropriate to ensure that the Trust proactively support and develops the concept of BHRUT as an anchor organisation that helps to meet the needs of our population and the priorities of our Borough Partnerships.
- As part your role as CPO, ensure participation that you are a full and active member of the collaboration between Barts Health NHS Trust, the wider NEL Acute Provider Collaboration, and with our three local Borough Partnerships which are made up of GP Federations, Primary Care Networks, Local Authorities, NELFT (our community and mental health provider) and voluntary organisations.
- Ensure a full contribution to North East London ICS collaborative work, ensuring the sustainability of the Trust within emerging plans.
- Establish collaborative relationships with external partners in the public, private and voluntary sectors to develop initiatives which will improve the workforce capacity across the sector.
- Maximise effective engagement of the local population with the Trust and ensure that there is opportunity of career development and this is embedded in Trust processes.
- Role model partnership and collaborative behaviours both within the Trust and in all interactions with external partners.

Development of self

- Identify own training and development needs and undertake appropriate training/education as required, focusing on achieving a sustainable personal work life balance.
- Participate in an annual individual performance review process where objectives will be agreed, performance monitored and personal development needs discussed.
- Attend all statutory and mandatory training as and when required to do so.
- Act responsibly in respect of colleague's health, safety and welfare following safe work practices and complying with the Trust's Health and Safety Policies.
- Adhere to all Trust Policies as applicable.

Development of others

- Review individually, at last annually, the performance of immediately subordinate staff, provide guidance on personal development requirements and advise on and initiate, where appropriate, further training.
- Maintain good staff relationships and morale amongst staff.
- Delegate appropriate responsibility and authority consistent with effective decision making, while retaining overall responsibility and accountability for results.
- Participate, as required, in the selection and appointment of staff in accordance with procedures laid down by the Trust.
- Take such action as may be necessary in disciplinary matters in accordance with procedures laid down by the Trust.

General Requirements

- Fulfil the requirements of the fit and proper persons test.
- Ensure the Trust's policy on equality of opportunity is promoted.
- Co-operate fully with the implementation of the Trust's Health and Safety arrangements.
- Adhere at all times to all Trust policies and codes of conduct.

This job description is not intended to limit the scope and extent of the job and will be subject to review and alteration as necessary, following discussion with the post holder.

Person Specification

Post Title	Chief People Officer		
Org Name	Barking, Havering and Redbridge University Hospitals NHS Trust		
Selection Criteria	Essential Criteria	Desirable Criteria	Means of Assessment
Qualifications	FCIPD		I/A
Experience	<p>Proven track record of achievement in the People and OD leadership in a large, diverse and complex customer facing organisation</p> <p>Experience in successfully managing projects and programmes including workforce transformation.</p> <p>Substantial experience in a very senior People and OD position within a large, diverse organisation in the last 3 years.</p> <p>Experience of building and leading teams.</p> <p>Experience of implementing People and OD/EDI strategies including innovative thinking and new ways of working.</p> <p>Knowledge of the NHS People Plan, Trust people and culture strategy and national and regional developments.</p>	<p>Experience in handling and advising on complex medical staffing issues.</p> <p>Significant experience at Board level</p>	I/A
Leadership and performance	<p>Able to communicate strategic vision and report on progress against plans and priorities.</p> <p>Able to engage others across departmental and organisational hierarchies and boundaries in the vision and persuade and influence others to overcome barriers to delivery of the strategy.</p> <p>Able to lead a high performing, responsive team.</p> <p>Able to achieve credibility, lead and stimulate change through clinicians and other professionals.</p>		I/A
Leading culture	Demonstrable experience in leading and shaping a positive culture within an organisation and shaping and delivering staff improvement in ways that show a		I/A

	<p>rigour in focusing on equality, diversity and inclusion.</p> <p>An affinity with the ICS and Trust's values and the capacity to develop a culture based on respect for our staff and dedication to patient care.</p> <p>Capable of inspiring people to think and act innovatively and to challenge established ways of doing things</p>		
Strategy	<p>Evidence of shaping the strategic direction of a team or an organisation in conjunction with the Trust Board and a role in communicating the strategic vision effectively across the Trust and externally.</p> <p>Demonstrable experience in successfully monitoring delivery of strategic plans, including taking appropriate corrective action in a timely manner.</p> <p>Experience of effective whole systems working with evidence of delivering change or improvements.</p>		I/A
Patient focus	<p>Keen interest in the NHS and in providing a public service - a strong commitment to making service improvements and achieving positive outcomes for patients with partners throughout our ICS.</p>		
Personal qualities and skills	<p>Toughness and resilience combined with the energy and integrity to lead cultural change by example.</p> <p>Kind and compassionate and aligned to the BHRUT's Values and Behaviours. Highly developed interpersonal/communication skills (both written and oral), with the ability to influence and persuade those both inside and outside the organisation.</p> <p>Intellectual ability to grasp multiple and complex operational issues and seek positive solutions to achieve the Trust's priorities.</p> <p>Innovative thinking and the confidence to encourage creativity in others.</p>		

Selection Process

All applications will be undertaken via NHS jobs.

For an informal discussion regarding the role with Matthew Trainer please contact, julie.beardsell@nhs.net.

*We are using a recruitment process called Recruiting for Difference for these roles. You will be shortlisted for interview based **solely on the responses you give to the scenarios provided as part of this pack.***

We hope that this makes very clear what we are looking for you to bring to us in this role. We ask you to make sure that in your responses you do not reveal where you currently work or any other information that could identify you to the panel. Your response to each scenario will be assessed along with the responses of all the other applicants. This will then generate a score per applicant. By designing out the possibility for bias this process is created in order to give every candidate the fairest opportunity to be assessed on what they will bring to the role.

Candidates who are shortlisted will be invited for interview and stakeholder events.

In accordance with the best practice all appointments within the Trust are made under the 'merit principle' where the best person for any given post is selected in fair and open competition.

Please note that the Trust is under no obligation to take account of your planned holiday or other prior arrangements.

Recruitment Timeline

Activity	Timeline
Advert Posted	
Closing date for applications	
Interviews	

Equality & Diversity

We are diverse, we are inclusive, we are you.

Our workforce is diverse and reflects the diversity of our local population.

Our Board recognise valuing the diversity of all our people - community, patients and staff - is fundamental to realising our vision to provide outstanding healthcare to our community, delivered with PRIDE.

People & OD Structure Chart

