



## North Middlesex University Hospital

**NHS Trust** 



# Two Deputy Chief Operating Officers

Candidate information pack June 2024



## Welcome from COO Shola Adegoroye

Thank you for your interest in becoming part of the amazing #TeamNorthMid.

We have exciting opportunities for two exceptional and experienced senior leaders to join the team at North Middlesex.



We are looking to recruit leaders who want to understand and celebrate the diversity of our patient and staff populations. Leaders with a growth mindset who choose to see that there's always a solution to a defined problem and have the skills to coach for improvement and motivate the individuals and teams around them to perform at a highest level, positively embracing our Patient First Management System.

**Deputy COO – Trust Operations:** this role takes the lead on day-to-day oversight and tactical planning of Trust flow, through the functions of the Site Operations and Discharge teams. They lead Emergency Preparedness Resilience and Response (EPRR) on behalf of the Chief Operating Officer. They take a lead for the systems and processes that support operational oversight of performance and performance for non-elective delivery and improvement to provide a consistent approach to the methodology. They take a Trust-wide leadership role in the delivery of the urgent and emergency care improvement work programme with internal and external stakeholders and work closely with divisional leaders on wider operational and process improvements.

#### **Deputy COO – Integration and**

**Development:** this role takes an important leadership role on the development and implementation of the integration agenda across the organisation (across acute and community services) and in strong collaboration with primary care and with our system partners. The post holder will also work closely with the divisions and corporate services to identify and deliver on discrete service or pathway projects that benefit both patients and staff. They will lead on the development of our administrative and clerical staff through #LoveAdmin Week and associated celebrations and events, as well as working with

the Learning and Development team to create a strong cultural, service-focused, educational and training offer through the Admin Academy. The post holder will work closely with the Associate Director of Performance on elective and cancer performance delivery and on the annual planning requirements.

These remits are not rigid and are under continuous development as the role of the chief operating officer and the needs of the organisation evolve and grow, and as we move forward with the proposed merger with the Royal Free London Group.

Both post holders proactively cross cover for each other and work closely and supportively together as critical friends and collaborators. They are members of the executive deputies group as corporate leaders across the Trust.

These are tough roles and the successful post holders will need to have strong personal resilience to deal with the day-to-day pressures of leading and coaching large and complex services through the busiest time the NHS has ever seen. You will join a team of passionate and talented people who are highly committed to providing the best care to the people of our community.

In return, we will support you to develop into this role professionally with a significant personalised development plan which includes exposure to executive directors and board-level decision making.

Here at North Mid we offer successful valuesdriven apprenticeship programmes at all levels including Masters. All successful candidates will have access to these development opportunities through our portfolio of programmes.

If you share our values and feel you can improve the lives of our patients, service users and staff, now and for the future, please contact **Finn McNulty** at Hunter Healthcare on 07966 006091or by **email**.

#### **Shola Adegoroye**

Chief Operating Officer North Middlesex University Hospital NHS Trust

### **About Us**

North Middlesex University Hospital NHS Trust is a medium-sized acute and community trust. With almost 500 acute and 90 community beds, and over 600 community staff, we serve more than 600,000 people across Enfield and Haringey and the surrounding areas, including Barnet and Waltham Forest.

The hospital has been on its present site for over 100 years and was established as an NHS trust by statute in December 1990.

Our services are provided on the North Middlesex University Hospital site as well as a wealth of community sites across the London Borough of Enfield. We provide services in collaboration with a range of partners, including local GPs, acute, mental health and other community health service providers across North Central London.

The Trust has reported a turnover of £442.5m and employs 4,500 staff. This includes over 600 staff working across a wide range of adult and children's community services in Enfield, who became part of the North Mid team on 1 April 2023.

It is an exciting time to join North Mid as we continue our journey to become an integrated care organisation to deliver high quality, seamless care in our communities, with a focus on tackling health inequalities.

North Mid is part of North Central London integrated care system – consisting of the NHS and local authority organisations in Camden, Islington, Barnet, Enfield and Haringey. As with other ICSs, we are working increasingly closely with partners and indeed many of our financial and performance objectives are measured at this system level.



## **About the proposed North Mid and Royal Free London merger**

Following several years of closer working between North Middlesex University Hospital NHS Trust and the Royal Free London group, we are now looking at how we could come together as one organisation.

We believe it would enable us to go further and faster in improving services for patients and improving the health of our local community.

North Mid has been a clinical partner with the Royal Free London group since 2017 and we have been in a formal partnership since 2021. Our experience has shown that we can achieve more together than we can apart, delivering better care for local people and more opportunities for our staff.

Over recent months we have been developing detailed plans for coming together, with North Mid potentially merging to become part of the Royal Free London group alongside Barnet Hospital, Chase Farm Hospital and the Royal Free Hospital.

Our organisations would continue to provide the same local services. At North Mid, these include A&E, maternity, intensive care, paediatrics, acute surgery, medicine and community services.

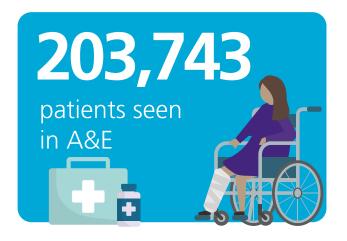
However, by coming together as one, we expect to be able to deliver:

- reduced waiting times
- improved access to specialist care locally
- better joined-up community services
- greater opportunities to benefit from the latest medical research and trials of new treatments
- more coordinated action to help people stay healthy, with screening and early intervention services tailored to our different communities.

The plans we are developing will form a business case which will then need to be approved by both trusts' boards and NHS England. We are working to have the business case completed by summer 2024 and to bring the organisations together in early 2025.



## North Mid in numbers 2023/24









486,307
outpatient appointments

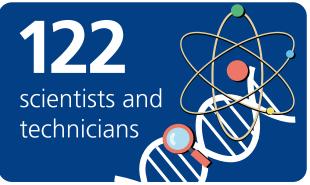




## **Our North Mid Team**

















### Welcome to Patient First

#### What is Patient First?

Patient First is our strategy for delivering "Outstanding care for local people". It ensures we have clear goals and objectives that focus our efforts in achieving our strategic initiatives. The Patient First management system enables us to know, grow and improve our business, everyday at NorthMid.

Our executive team are responsible for setting the strategic direction for the Trust. These intentions are summarised under five strategic themes: Patient – always the focus of our attention, Partnerships, People, Outstanding Care and Sustainability.

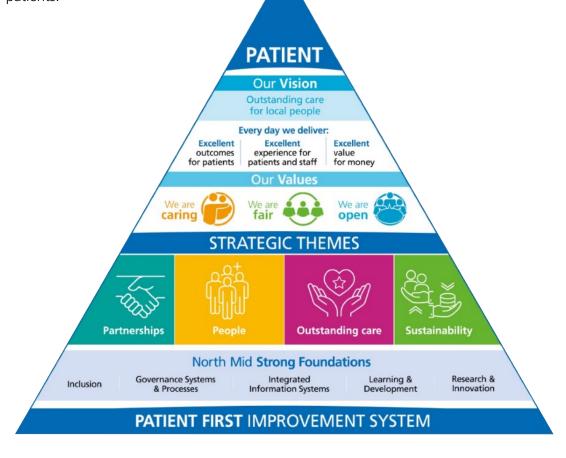
Each of these strategic themes has no more than two short term objectives to support us prioritising our capacity for improvement.

Our Patient First triangle is a visual reminder that the patient is at the heart of everything we do. It reminds us to uphold our Trust values and to continue to challenge our current ways of working to make experiences/outcomes better for our patients. Underpinning our strategy are our strong foundations on which all high performing organisations pride themselves. These core elements, consistently executed, provide stability, rigour and accountability for our actions and enable a strong culture of safety, quality and improvement.

#### The Patient First team

Our Patient First team are supporting the Patient First strategy in the following areas:

- Improvement Coaching
- Capability building
- Projects
- Strategy deployment
- Programme managers



## **Our Five Strategic Themes**

#### **PATIENT:**

DELIVERING THE BEST EXPERIENCE FOR OUR PATIENTS, RESPECTING OUR POPULATION'S NEEDS

## PATIENTS ARE THE POINT OF EVERYTHING WE DO AT NORTH MIDDLESEX

**VISION:** we deliver improved services that are accessible and responsive to our people's needs, where they feel looked after, cared for, and involved in the developing their services.

# PARTNERSHIPS: WORKING IN PARTNERSHIP TO REDUCE HEALTH INEQUALITIES AND IMPROVE THE LIVES OF OUR POPULATION

TO BE SUCCESSFUL AT WHAT WE DO, WE MUST WORK IN TRUE PARTNERSHIP WITH OTHERS.

**VISION:** in partnership, we consistently improve the healthy life expectancy of our population.

#### PEOPLE:

OUR PEOPLE
ARE ENGAGED,
COMPASSIONATE,
RESPECT EACH OTHER,
AND WILL ALWAYS
STRIVE TO IMPROVE

#### OUR PEOPLE ARE OUR MOST IMPORTANT STRENGTH.

**VISION:** our people feel committed to North Mid because we care for their safety, health and well-being. We support them to progress in their careers, and we actively encourage them to contribute to the success of their teams and the Trust.

# OUTSTANDING CARE: DELIVERING OUTSTANDING CARE THAT IS SAFE, EFFECTIVE AND TIMELY

WE ARE COMMITTED TO BEING AN OUTSTANDING NHS PROVIDER.

**VISION:** we are an outstanding organisation, deliver safe care every time, and are recognised nationally for our work on safety, mortality and morbidity.

SUSTAINABILITY:
USING RESOURCES AND
ASSETS EFFECTIVELY,
ENSURING SUSTAINABLE
SERVICES FOR OUR
POPULATION

SUSTAINABILITY IS FUNDAMENTAL TO OUR PRESENT AND OUR FUTURE.

**VISION:** we deliver excellent healthcare to our population by making sure we reduce waste and make the most of every pound we earn.

## **Our Vision and Values**

At North Middlesex University Hospital, our vision is to provide outstanding care. We are enthusiastic about being the hospital of choice. The way we do things is also important and, demonstrating the values and behaviours chosen, we can make North Middlesex University Hospital an even better place to receive care.



We are compassionate and take time out to check on colleagues and patients

We are understanding and recognise each other as individuals

We are committed to improving our community for colleagues and patients/carers

#### **BEHAVIOURS**

- Showing empathy
- Being curious
- Showing humility
- Listening to others



We respect and understand each other's differences and backgrounds

We are consistent with providing realistic, clear expectations and constructive feedback

We are always looking for opportunities to develop all staff and our services

#### **BEHAVIOURS**

- Being consistent
- Listening to others
- Supporting each other



We embrace change and continuously challenge ourselves and colleagues to create meaningful improvement

We ask for help when we need it: we offer help when we see a colleague struggling and we are always open to challenge

We actively look for new ways of working and explore new partnerships across teams, divisions and organisations

#### **BEHAVIOURS**

- Speaking up
- Being curious
- Learning from mistakes

## **Equity, Diversity & Inclusion (EDI)**

We are an inclusive organisation. Equity, accessibility and inclusion are at the heart of everything we do for our patients and how we make our Trust a wonderful place to work. We welcome people from all backgrounds. Our fair recruitment practices offer equal access to employment opportunities and our staff networks enable everyone's voice to be heard.

#### **Reflecting our communities**

We serve a range of diverse local communities, especially in Enfield and Haringey. This diversity is reflected in the profile of our patients and workforce and brings many benefits. We promote all aspects of diversity, access and inclusion and are widely recognised for our achievements.

We are proud to serve one of the most diverse parts of the world, and we do it with a diverse workforce. Equity, inclusion and respect for human rights are fundamental to the care we provide and the workforce we have and underpin every aspect of the Trust's work. We work to ensure every patient and member of staff experiences fair treatment and the best support we can offer to meet their specific needs.

We have set this vision out in our strategy document A fairer North Mid: Equality, diversity and inclusion strategy 2022-2028

- We aim to create the most positive and efficient work environment that embraces differences and meets the diverse needs of our all patients and staff because we recognise, they are all different.
- We have a zero-tolerance approach to discrimination and have well-established processes to deal with discrimination effectively.

#### **Anti-racism**

 North Mid is committed to being an antiracism organisation which actively tackles racism in all its forms. Our anti-racism statement sets out this commitment for our patients, staff, visitors and partner organisations.

- We are working closely with teams across the Trust to develop an ongoing improvement plan which will enable us to deliver on this anti-racism commitment. The plan will build on our existing work and ensure we are held accountable and judged on our progress towards being an actively anti-racism organisation.
- No one should be treated unfairly because of the colour of their skin or their ethnic background.

#### **Our Disability Charter**

A panel of special guests and senior leaders from North Middlesex University Hospital NHS Trust officially launched our Trust Disability Charter in 2022.

According to the British Disability Forum (BDF), North Mid was one of the first NHS Trusts in England to provide a charter supporting both its workforce and service users.

The five-point charter is a public commitment by North Mid to improve the standards of care experienced by disabled patients and staff who access its services. The charter also aims to better the views and voices of those with disabilities and to harness the talents of disabled staff. You can read our full charter here.

#### Improving inclusivity

We actively encourage our staff to make our hospital a more inclusive space, especially through the following ways:

- Join a staff network currently there are four staff networks
- Become a mentor or mentee mentoring is a great way to form new connections and share experiences that benefit your career and team-building
- **Participate regularly** in team meetings and Trust events
- Speak up contact our Staff Support Officers if necessary
- Share your views staff surveys and feedback forms

### **Patient First and EDI**

#### STRATEGIC THEME

How our EDI work will contribute:

#### **PATIENT:**

DELIVERING THE BEST EXPERIENCE FOR OUR PATIENTS, RESPECTING OUR POPULATION'S NEEDS Collecting, monitoring and acting on patient outcome disparities data.

#### **PARTNERSHIPS:**

WORKING IN PARTNERSHIP TO REDUCE HEALTH INEQUALITIES AND IMPROVE THE LIVES OF OUR POPULATION

Engaging with partners across the ICS and the community to identify target areas.

#### PEOPLE:

OUR PEOPLE ARE ENGAGED, COMPASSIONATE, RESPECT EACH OTHER, AND WILL ALWAYS STRIVE TO IMPROVE Changing attitudes and behaviours by improving intercultural competence, increasing self awareness and implementing inclusive practices.

## OUTSTANDING CARE:

DELIVERING OUTSTANDING CARE THAT IS SAFE, EFFECTIVE AND TIMELY

Collaborating with clinical divisions to improve patient outcomes.

#### **SUSTAINABILITY:**

USING RESOURCES AND ASSETS EFFECTIVELY, ENSURING SUSTAINABLE SERVICES FOR OUR POPULATION

Implementing inclusive practices to engender belonging e.g. Just and Learning Culture Approach; De-biasing recruitment.

## **Job Description**

**Position** Deputy Chief Operating Officer (DCOO)

Salary Agenda for Change Band 9

**Hours** 37.5 per week

**Reports to** Chief Operating Officer

**Accountable to** Chief Operating Officer

**Location** The post holder is expected to work across all hospital and community sites

where the Trust operates its services



#### **JOB SUMMARY**

The Deputy Chief Operating Officers (Deputy COOs) have a significant portfolio of work which contributes to the delivery of the Trust's Patient First Strategy by working in partnership with the clinical and corporate divisions, executive team, external partners and commissioners.

The Deputy Chief Operating Officer role is key within the Trust's senior leadership structure, reporting to the Chief Operating Officer (COO) and deputising for the COO across a range of responsibilities and projects. The Deputy COOs also oversee areas of performance delivery against operational standards working closely with the Associate Director of Performance and the divisional teams.

**Deputy COO – Trust Operations:** this role takes the lead on day-to-day oversight and tactical planning of Trust flow, through the functions of the Site Operations and Discharge teams. They lead Emergency Preparedness Resilience and Response (EPRR) on behalf of the Chief Operating Officer. They take a lead for the systems and processes that support operational oversight of performance and performance for non-elective delivery and improvement to provide a consistent approach to the methodology. They take a Trust-wide leadership role in the delivery of the urgent and emergency care improvement work programme with internal and external stakeholders and work closely with divisional leaders on wider operational and process improvements.

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**Development:** this role takes an important leadership role on the development and implementation of the integration agenda across the organisation (across acute and community services) and in strong collaboration with primary care and with our system partners. The post holder will also work closely with the divisions and corporate services to identify and deliver on discrete service or pathway projects that benefit both patients and staff. They will lead on the development of our administrative and clerical staff through #LoveAdmin Week and associated celebrations and events, as well as working with the Learning and Development team to create a strong cultural, service-focused, educational and training offer through the Admin Academy. The post holder will work closely with the Associate Director of Performance on elective and cancer performance delivery and on the annual planning requirements.

Both post holders support the COO in providing leadership throughout the Trust that will create a caring, fair and open culture (in line with our values) that enables staff to perform at their best; promoting a patient-centred and culturally sensitive approach to the delivery of patient care.

The Deputy COO also works in partnership with the Deputy Medical Director and the Deputy Chief Nurses and also with other executive deputies to ensure the full engagement of staff in the divisions and across corporate services in the delivery of the Trust's True North strategic vision and goals through our Patient First approach.

#### **KEY RESPONSIBILITIES**

#### **Deputy Duties**

- Act as formal deputy to the Chief Operating Officer and attend meetings on their behalf and take relevant decisions where appropriate
- Act as Senior Responsible Owner (SRO) for corporate projects as required ensuring that these meet their objectives on time and within budget

## **Service Delivery, Performance and Development**

- To lead, with the executive deputies, the implementation of the Trust's strategy, including improving and redesigning services in line with the True North strategic direction and Patient First Management System
- To embrace the Trust's Patient First approach, to support the divisional teams to implement improved ways of working using data and measurement to make informed decisions to implement changes
- To support and enable the production of divisional strategies with clinical involvement in order to define the requirements of each division to inform resources and planning
- To ensure that divisional objectives are produced annually and are aligned with the vision and strategy of the Trust
- With the executive deputies, ensure the continued integration of medical, nursing, AHP, scientific and other staff in the divisions in the management of clinical services, building effective divisional leadership teams and strengthening clinical leadership through enhancing the roles of clinical and non-clinical staff
- To identify future resource requirements and ensure that the divisions meet their contractual responsibilities and national and local initiatives, e.g.: non-elective and emergency access, elective recovery, and cancer performance
- To produce/ support the production of recovery plans with agreed trajectories where performance is adverse; to deliver and monitor these in conjunction with the COO

- To ensure optimal patient flow through timely admission and discharge arrangements, effective diagnostic and outpatient services
- To manage external Service Level Agreements, contracts and contractors, taking the lead on ensuring the contracts are performing within the defined parameters and taking corrective action where appropriate
- To ensure that divisions have effective systems in place for clinical governance and the identification, assessment, reporting and mitigation of all aspects of risk, in line with CQC standards; and that risk management is embedded in the culture of the divisions
- To represent the organisation with external agencies and systems on issues relating to service delivery and strategic direction and planning
- To ensure processes are in place for continual review of services to achieve an optimal fit between clinical service delivery and innovative best practice, including formal audits, surveys and investigations
- To role model and facilitate effective working relationships between the divisions and corporate service department such as Human Resources, Finance & Procurement, Informatics and Estates

#### Financial Management & Sustainability

- To adopt the principles of best practice for financial management, sustainability, and corporate governance
- To support the Trust's annual strategic and business planning processes, ensuring that Divisional Leadership Teams develop credible annual plans and business cases based on evidence and market analysis, in line with Trust strategy, ensuring impacts on other services are fully identified and costed and presented for approval in a timely manner
- To ensure the management of delegated budgets within the remit adheres to the Trust's standing financial instructions and standing orders

 Ensure robust financial management systems and processes are in place to utilise budgets and resources optimally. This includes leadership to facilitate the development and implementation of cost improvement programmes.

#### **People Management**

- Support the ongoing transformation of organisational culture and service delivery at the Trust in line with the overall People and OD strategy.
- To lead, manage, motivate and develop staff so as to develop and maintain the highest level of staff morale, engendering a culture of openness, value and respect through the Trust values of caring, open and kind and role modelling the Trust's values, 7 Respectful Behaviours, and Leadership Improvement Competencies.
- The post holder will develop good working relations with Staff Side representatives and attend Partnership Forum meetings when invited.

#### **Other Duties**

- Participate in Trust's on-call rota.
- Have a robust understanding of the Civil Contingencies Act 2004 with respect to Emergency Planning,
- Resilience and Response (EPRR) and lead on implementation of the division's obligations under the Act.
- Ensure that business continuity plans are developed for all areas within the division and integrated working in collaboration with the Trust-wide Emergency Planning manager.

#### **Smoking Policy**

The Trust provides a smoke-free work environment.

#### Confidentiality

Under no circumstances, either during or after the end of your employment (however it is terminated), may you divulge any unauthorised person confidential information relating to the Trust. This includes but is not limited to, information covering patients, individual staff records, industrial relations, financial affairs, contract terms and prices or business forecasts.

#### **Clinical Governance**

Staff are expected to provide patients with timely and effective care. Treatment and direct / indirect support must be based on best practice. Everyone is responsible for this and his/her job in the Trust is important in achieving this.

#### **Rehabilitation of Offenders Act**

This post is exempt from the Rehabilitation of Offenders Act 1974. Should you be offered the post it will be subject to a criminal check from the Criminal Records Bureau before the appointment is confirmed. This will include details of cautions, reprimands, final warnings, as well as convictions.

#### **Safeguarding Vulnerable People**

It is a basic human right of every child and adult to be protected from harm and NHS Trusts have a fundamental part to play in this. We expect all our staff to recognise signs of vulnerability and to report and act on any concerns in line with policy and guidance contained in 'Working Together – Every Child Matters' and 'No Secrets – guidance on developing multi-agency policies and procedures to protect vulnerable adults from abuse' on which our Trust polices are based.

#### **Organisational Change**

 As services develop and change, the post holder may be required to undertake other responsibilities within the Trust.

#### **Review**

 This job description is an outline, which reflects the present requirements of the post and is not intended to be an inflexible or finite list of duties and responsibilities.
 As these duties and responsibilities change and develop the job description will be amended from time to time in consultation with the post holder

## **Person Specification**

ASSESSMENT METHOD: A = APPLICATION; I = INTERVIEW

EDUCATION AND QUALIFICATIONS	
<ul> <li>Undergraduate degree qualification</li> <li>Post graduate qualification</li> <li>Evidence of continuing professional development</li> </ul>	А
SKILLS AND ABILITIES	
<ul> <li>Highly developed change leader able to influence effectively through motivating and energising others in the organisation for the best possible patient results and organisational processes</li> <li>Adaptability and flexibility, capable of dealing with high degrees of ambiguity and establishing a direction for others using, wherever possible, sound coaching and mentoring style</li> <li>Excellent interpersonal and communication skills</li> <li>Able to set boundaries and parameters for how others are to work and act, and hold to account</li> <li>Ability to think and plan strategically, technically and creatively with the ability to prioritise work programmes in the face of competing demands</li> <li>Accomplished at leading and delivering to deadlines and within set resources</li> <li>Aptitude for engaging in constructive collaboration with internal and external stakeholders to achieve success through partnership</li> <li>Excellent negotiating skills to influence and persuade others successfully</li> <li>Ability to apply intense concentration when required, for example at meetings, during negotiations and when giving evidence</li> <li>Ability to analyse highly complex information to support managerial decision making</li> <li>High degree of skill at report writing (official board and other committee/ corporate reports)</li> </ul>	A/I
EXPERIENCE	
ESSENTIAL	
<ul> <li>Substantial operational management experience, the majority at senior level within a healthcare setting at band 8D equivalent or above</li> <li>Demonstrated success in delivering change and performance improvement with and through others across an organisation</li> <li>In depth professional knowledge in a number of disciplines acquired through training and experience over an extended period</li> <li>Highly effective budget management including a number of departmental budgets, budgets of several million pounds, cost savings programmes/income generation and service line costing</li> <li>Experience of transformation programmes and delivery of service improvement programmes</li> <li>Experience of service development and innovation</li> <li>Proven experience of analysing complex problems and successfully adapting practical and pragmatic solutions</li> </ul>	A/I
DESIRABLE	
<ul> <li>Leadership of a multi-disciplinary team</li> <li>Experience in leading and coaching quality improvement programmes at organisational and system level</li> <li>Leading multi-professional and cross-organisational development</li> <li>Significant experience of managing non-elective and/or elective pathway</li> <li>Experience in system level service reconfiguration</li> </ul>	A/I

#### ASSESSMENT METHOD: A = APPLICATION; I = INTERVIEW

KNOWLEDGE		
<ul> <li>Knowledge of key national policy issues relevant to healthcare services.</li> <li>Extensive knowledge of national waiting times guidance and application.</li> <li>Knowledge of commissioning and other centrally funded programmes.</li> <li>Knowledge of data recording issues, (including quality audits), use of patient information systems.</li> </ul>	A/I	
PERSONAL QUALITIES		
<ul> <li>Empowers others</li> <li>Team player and collaborative worker</li> <li>Diplomatic style with political acumen</li> <li>Attention to detail</li> </ul>	A/I	
VALUES		
Demonstrable ability to meet Trust values of caring, fair and open.	A/I	



## How to apply

All applications must be received by 14 July 2024

For a confidential discussion please contact **Finn McNulty** at Hunter Healthcare on 07966 006091 or by **email** 

#### All applications must include:

- A full curriculum vitae
- A covering letter (no more than two pages) indicating how you meet the selection criteria and articulating why you are interested in the role
- A contact email address and telephone no.
- A completed Diversity Monitoring Form and Fit and Proper Person Monitoring Form.

## Please quote the relevant job reference: NMUH/DCOO

All applications should be sent to: apply@hunter-healthcare.com.

All applications will be acknowledged.

#### **KEY DATES:**

Application closing date	14 July 2024
Longlisting	17 July 2024
Shortlisting	26 July 2024
Interviews	2 August 202







## North Middlesex University Hospital

**NHS Trust** 





Floor 2, Berkshire House 168-173 High Holborn, London WC1V 7AA