

Candidate Pack

For

Deputy Chief Operating Officer



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Our
values



The North Middlesex University Hospital NHS Trust is a medium-sized acute and community trust with over 525 beds and over 600 community staff, serving more than 600,000 people living 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. The Trust's services are provided on the North Middlesex University Hospital site as well as a range of community sites across the London Borough of Enfield, including at partner hospitals. They 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 a reported a turnover of £442.5m and employs 4,500 staff which has increased following the transfer of Enfield Community Services on 1st April 2023, this has increased as we have welcomed over 600 new staff across a wide range of adult and children's community services in Enfield. 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 local 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. Whilst all organisations remain as standalone, statutory bodies we have an ICS infrastructure for making shared decisions and agreeing shared approaches.

We are proud of our staff and want to ensure their training allows them to provide excellent clinical care. We are also a training unit for medical students from UCL and St George's University Grenada, and for nursing and midwifery students from Middlesex and City Universities.

Our Vision

At North Mid, we've set our sights on Trust North: a set of five clear ambitions which describe our vision for our Trust.





Additional Information

Location

Situated in North London with a multi-cultural community, the area provides a wide range of facilities and is close to the heart of London. Central London is easily accessible, with Liverpool Street and Kings Cross approximately 30 minutes away by public transport.

Benefits

We want to attract the best and brightest people to work at NMUH and that means looking after you from the moment you apply for a role at the Trust and throughout your career with us. Our staff are our most valuable asset and we believe that investing in colleagues is crucial if we want to enable everyone to reach their full potential.

Learning and Development

As a University Trust, we recognise the importance of investing in our workforce to continue to deliver the right care in the most effective way, based on a sound evidence base and continuing professional development. We offer:

- A structured leadership and management development programme
- Core skills statutory and mandatory training programmes
- A 'one-stop' induction programme for all new staff – introducing you to the Trust, our values and our services
- A structured programme of learning for trainee doctors, student nurses and students across allied health professions
- A coaching network where trained coaches throughout the Trust are matched with staff of all disciplines to provide a powerful development opportunity

- A wide range of Continued Professional Development (CPD) opportunities, working with
- partners – such as Middlesex University and University of Hertfordshire, to deliver training and development programmes and support

Health and Wellbeing

We offer a Health Hub which helps improve staff health and wellbeing across the Trust – encouraging staff to step away from their work and think about their own health. This includes:

- Workshops, challenges and social events throughout the year
- Confidential and safe forums where staff can talk about the emotional impact of their work
- An equality and diversity staff network providing support to all staff
- Mindfulness bite size taster sessions
- Mini health checks
- Free, confidential counselling services 24/7
- Reduced gym rates at a number of local health clubs/gyms

Pay and Annual Leave

- Generous annual leave: starting at 27 days and increasing after five and 10 years
- Maternity/paternity and shared parental leave schemes
- Sick pay for all substantive and permanent staff
- Range of flexible working options across the Trust including compressed hours, term time contracts, part-time working etc.
- One of the best pension schemes in the UK

Road Access and Public Transport

North Middlesex University Hospital NHS Trust is situated on the North Circular Road, the hospital is within very easy reach of the M25, M1, A1, A10 and A12. The hospital is situated close to the residential districts of North London including Enfield and Winchmore Hill, which all have an excellent environment and schools. Silver Street main line railway station is a 5-minute walk away, with services direct to Liverpool Street Station and Seven Sisters underground Station.

Our community services are based in a various location around Enfield including:

St Michael's Primary Care Centre, Gater Drive, Enfield, EN2 0JB
Lucas House, 305-309 Fore Street, Edmonton, N9 0PD
Forest Primary Care Centre, 308A Hertford Road, Edmonton, N9 7HD
Chase Farm Hospital and the Skye Unit, The Ridgeway, Enfield, EN2 8JL
Eagle House Surgery, 291 High Street, Enfield, EN3 4DN
Highlands Health Centre, 3 Florey Square, Winchmore Hill, N21 1UJ
Bowes Road Clinic, 269 Bowes Road, Enfield, N11 1BD
George Marshall Centre, St Ann's Hospital
SiteBay Tree House, Enfield

For more information about the services available at these locations click [here](#)

Our Values and Expected Behaviours

You are part of Team North Mid, a workforce over 4,000 strong. A big part of working here is having a culture and values that help us to achieve our vision of delivering outstanding care to local people.

We are caring:

What it means	Our behaviours
<ul style="list-style-type: none"> 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, patients and carers 	<ul style="list-style-type: none"> Showing empathy Being curious Showing humility Listening to others

We are fair:

What it means	Our behaviours
<ul style="list-style-type: none"> 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 our staff and our services 	<ul style="list-style-type: none"> Being consistent Listening to others Supporting each other

We are open:

What it means	Our behaviours
<ul style="list-style-type: none"> 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 	<ul style="list-style-type: none"> Speaking up Being curious Learning from mistakes

These values are extremely important to us and we expect everyone who works at the Trust in any capacity to share and uphold these values. Further information on the Trust's values is available on our website.



Care and Compassion

Ensure that any escalation of care concerns or safeguarding escalations are made robustly through the appropriate channel. Undertake audits and where appropriate cooperate with the corporate nursing team to maintain Trust standards of care.

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 oversees areas of performance delivery against operational standards working closely with the Associate Director of Performance and the divisional teams.

- 1) 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.
- 2) Deputy COO – Integration and Development:** this role takes an important leadership role on the development implementation of the integration agenda across the organisation (in 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 delivery 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 DCOO 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.

RESPONSIBILITIES

1. Deputy Duties

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

2. Service Delivery, Performance and Development

- 2.1. 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.
- 2.2. To actively 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.
- 2.3. 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.
- 2.4. To ensure that divisional objectives are produced annually and are aligned with the vision and strategy of the Trust.
- 2.5. 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.
- 2.6. 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.
- 2.7. To produce/ support the production of recovery plans with agreed trajectories where performance is adverse; to deliver and monitor these in conjunction with the Chief Operating Officer.
- 2.8. To ensure optimal patient flow through timely admission and discharge arrangements, effective diagnostic and outpatient services.
- 2.9. 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.
- 2.10. 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.
- 2.11. To represent the organisation with external agencies and system on issues relating to service delivery and strategic direction and planning.
- 2.12. 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.
- 2.13. To role model and facilitate effective working relationships between the divisions and corporate service department such as Human Resources, Finance & Procurement, Informatics, and Estates.

3. Financial Management and Sustainability

- 3.1. To adopt the principles of best practice for financial management, sustainability, and corporate governance.
- 3.2. To actively 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.
- 3.3. To ensure the management of delegated budgets within the remit adheres to the Trust's standing financial instructions and standing orders.
- 3.4. Ensure robust financial management systems and processes are in place to optimally utilise budgets and resources. This includes leadership to facilitate the development and implementation of cost improvement programmes.

4. People Management

- 4.1. Support the going transformation of organisational culture and service delivery at the trust in line with the trust's overall People and OD strategy.
- 4.2. 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.
- 4.3. The post holder will develop good working relations with Staff Side representatives and attend Partnership Forum meetings when invited.

5. Other Duties

- 7.1 Participate in Trust's on call rota
- 7.2 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.
- 7.3 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