

Chief Nurse

Candidate information pack

June 2024



Welcome

Thank you for your interest in the role of Chief Nurse at East London NHS Foundation Trust (ELFT).



ELFT is a very special organisation and one to which I have been passionately committed for over 20 years, as a clinician, manager and executive director. We are a high-performing Trust with committed staff who strive to deliver high-quality and cost-effective care. We are clinically led and service user driven, and are committed to continuous improvement towards better outcomes for service users and populations.

Ensuring equity of access, experience and outcomes is especially important to us and we are developing as the first NHS Marmot Trust to improve the wider determinants of health. This has shaped our work as an anchor organisation in Bedfordshire, East London and Luton. Our strategy commits us to continuing to address issues of inequity for staff and those who use our services.

We are seeking an exceptional Chief Nurse who has the energy and passion to make a sustainable and lasting difference to our populations and those we care for. Providing influential and visible clinical leadership, you will inspire our clinical and nursing workforce and also Trust partners to build on our reputation of delivering the highest quality mental health and community care in a complex and increasingly integrated health economy. The Trust is committed to our people plan to retain, develop, support and attract staff with a key focus on improving staff's health, safety and wellbeing. Your excellent leadership and interpersonal skills will be complemented by a strategic mind-set and an ability to identify innovative solutions to challenges.

The Chief Nurse is an exciting and challenging role at the heart of our organisation and integral to the Trust's vision. As a member of the Trust Board and executive team you will share accountability for the overall delivery of performance and financial sustainability, and will role model our values, supporting positive and mutually respectful relationships at all levels in the organisation, and acting with kindness and championing inclusion at all times.

The role requires an individual with a passionate and forward-thinking approach to clinical leadership, quality and improvement. Our ideal Chief Nurse will have either a mental health or community health nursing background and will need to demonstrate clinical excellence and a strategic understanding of how complex healthcare organisations operate, with the ability and charisma to engage staff and stakeholders on a national stage.

Our Trust was rated 'outstanding' by CQC for the third consecutive time in 2022 and your clinical leadership will be crucial in ensuring we remain a provider of high-quality service. As with other health and social care providers we are delivering our services in challenging times; demographic changes, increasing demand, financial constraints and wider socio-economic factors all impact on service delivery, and the Covid-19 pandemic brought into sharp focus the challenges our communities already faced in terms inequity. It is therefore important that we work with local and regional partners and stakeholders to reshape pathways to improve patient experience and offer faster access to the highest quality of care in the most appropriate setting.

We warmly welcome applications from members of our vibrant and diverse communities who bring an understanding of some of the challenges faced by our local populations, and who are committed to developing a truly inclusive culture. This is an exciting time to be part of our journey.

I hope you find the information in this pack helpful. If your vision for mental health, community health, primary care and social care, and your commitment to our service users and staff is aligned to our own, and you would like to have an initial conversation, please contact Finn McNulty or Matt Simpson at Hunter Healthcare, by emailing fmcnulty@hunter-healthcare.com or by calling 07966 006091.

We very much look forward to hearing from you.

Lorraine Sunduza OBE
CEO
East London NHS Foundation Trust

About Us

East London NHS Foundation Trust (formerly East London and The City University Mental Health NHS Trust) was originally formed in April 2000. In April 2007, the Trust was awarded university status in recognition of the extensive research and education undertaken in the Trust. On 1 November 2007, the Trust was authorised to operate as an NHS Foundation Trust under the National Health Service Act 2006.

In February 2011, we integrated with community mental health services in Newham making us a healthcare provider of both mental health and community health services. In 2015, we became the provider of mental health, substance misuse, learning disabilities and psychological services for Bedfordshire and Luton. Two years later, on 1 April 2017, Tower Hamlets community health services became part of ELFT. This was followed by community health services in Bedfordshire joining the Trust on 1 April 2018.

More recently, we have expanded into primary care services. In 2020, Leighton Road Surgery in Leighton Buzzard and Cauldwell Practice in Bedford joined us. They joined our other primary care services in Newham (Transitional GP Practice), Health E1 (Tower Hamlets) and The Greenhouse (Hackney) – primary care GP practices specialising in support for homeless people.

We are currently supporting the development of a primary care mental health service in Southern Health and Social Care Trust in Northern Ireland.

The Trust was rated 'outstanding' by the CQC in September 2016 and again in April 2018. In January 2022, the Trust was rated 'outstanding' for the third time in a row: the first community and mental health Trust in the country to attain this.

Our quality improvement (QI) work is nationally and internationally renowned. We are an 'anchor organisation', in that we stay in our location over time and have influence over our communities. Working in this way means we have a unique opportunity to improve the health of our communities through procurement, as an employer, through use of our land and buildings and by being environmentally sustainable. We aim to provide as much benefit as possible to our local communities throughout our work as a Trust.

With the greater emphasis on Integrated Care Systems, much of our work and the way services are provided is in collaboration with partner organisations such as fellow NHS Trusts, local authorities, other public bodies and the voluntary sector.

Helpful links

- [Our website](#)
- [Trust Board Meeting Papers](#)
- [Annual Report and Accounts 2022-2023](#)
- [Quality Improvement](#)
- [NHS Staff Survey 2023](#)
- [Bedfordshire, Luton and Milton Keynes Health and Care Partnership](#)
- [Bedfordshire, Luton and Milton Keynes Integrated Care Board](#)
- [North East London Health & Care Partnership](#)
- [North East London Integrated Care Board](#)
- [NHS Leadership Competency Framework for Board Members](#)

Key Facts

130+



COMMUNITY AND INPATIENT SITES

7,700



PERMANENT STAFF

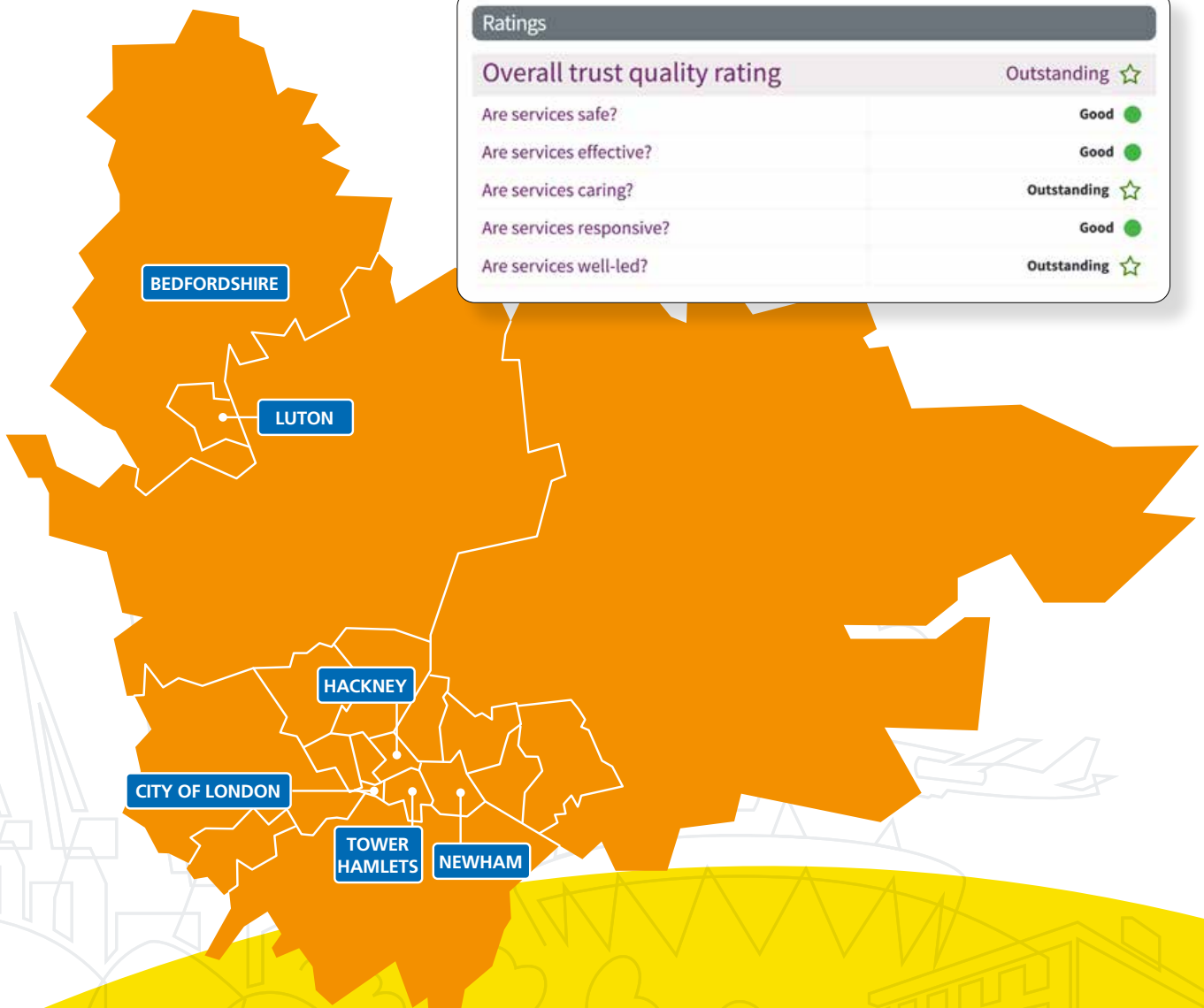
£640M



ANNUAL INCOME

WHERE WE ARE

OUR CQC RATINGS



Ratings	
Overall trust quality rating	Outstanding ☆
Are services safe?	Good ●
Are services effective?	Good ●
Are services caring?	Outstanding ☆
Are services responsive?	Good ●
Are services well-led?	Outstanding ☆

Mission, Vision and Values

Our Mission is...

To improve the quality of life for all we serve.

Our Vision is...

We will work with our partners to deliver on our commitment to person-centred coordinated mental and physical health care, to improve the health and wellbeing of the communities we serve, and to recover from the pandemic and promote social justice.

Achieving our vision means always staying true to our values and working together as a team with our patients, carers and partners.

Our Values

The Trust's values are at the heart of our vision and underpin everything we do.

We care: Everyone is entitled to the highest quality care.

We respect: Everyone should be treated with kindness and respect.

We are inclusive: Everyone should have access to our services when they need them, and we actively seek suggestions on how we can improve.

Our Promise

As part of our continuing commitment to the way in which we work together in our mental health, community health and primary care services, and with our partners, we promise:

- To work together creatively
- To learn what matters to everyone
- To achieve a better quality of life
- To continuously improve our services

Our Objectives

We are always looking for ways to improve and deliver the highest quality services. Placing a high emphasis on research and innovation means we are constantly looking to find, and regularly implementing, new and better ways of treating people to help them keep healthy and well. Our main objectives in delivering our vision and values are to:

- Improve population health
- Improve the experience of care
- Improve staff experience
- Improve value

Our Organisational Treasures

We believe our strengths as an organisation will support us on our journey, including:



Our Strategy

Between June and August 2021, we undertook a 'Big Conversation' to engage a range of stakeholders, both within and outside the Trust, to help us understand what our priorities should be in a refreshed strategy through to 2026.

Our five-year strategy takes into account the changing needs and strengths within our local populations, the impact of the pandemic on our communities, greater collaborative working between local health and social care organisations and the views of local people and stakeholders. It provides us with direction and defines our priorities as an organisation. Our key priorities for 2022-2026 include:

- Improved population health outcomes
- Improved experience of care
- Improved staff experience
- Improved value

The new strategy retains the mission, "To improve quality of life for all" and four strategic outcomes from our previous strategy.

During the Big Conversation we had substantive feedback that these are considered important by our service users, staff and partners, and they align with the triple aim. The strategy specifically includes strategic objectives on tackling inequalities including to:

- Champion social justice and tackle racism and other forms of prejudice;
- Prioritise prevention and detection of illness in disadvantaged groups;
- To address inequalities in experience, access and outcomes.

The Trust is proud to provide services to one of the most diverse populations in the country and to have the most diverse NHS workforce in England. Understanding and valuing diversity and tackling inequality underpins both our operational plan and our strategy.

Watch our strategy animation:



STRATEGIC OUTCOMES

What are the biggest factors that will help us achieve our mission?

SPECIFIC OBJECTIVES

What do we need to work on, for each of our strategic outcomes, to achieve our mission?

OUR MISSION: TO IMPROVE THE QUALITY OF LIFE FOR ALL WE SERVE

Improved population health

- Prioritise children and young people's emotional, physical, social and learning development
- Support service users, carers and the communities we serve to develop skills and to access meaningful activity and good quality employment
- Support service users, carers and the communities we serve to achieve a healthy standard of living
- Contribute to the creation of healthy and sustainable places, including taking action on climate change
- Champion social justice, and fully commit to tackling racism and other forms of prejudice
- Prioritise prevention and early detection of illness in disadvantaged groups

Improved experience of care

- Address inequalities in experience, access and outcomes in our services
- Deliver on our commitment to integrated care, including multidisciplinary teams working around neighbourhoods
- Get the basics right through reducing waiting times and increasing access to services, meeting existing and new demand
- Continue to build our approach to coproduction, people participation and programmes such as peer support and befriending
- Build on the innovation that we saw during the pandemic to transform and improve our clinical delivery, strengthening our ability to adapt and remain flexible and resilient to future challenges and opportunities

Improved staff experience

- Develop and embed trauma-informed approaches into clinical practice and in our work with communities and partners
- Prioritise quality of care and develop our patient safety approach, applying quality improvement to all that we do
- Enhance our digital and data infrastructure so it works effectively in service of our teams
- Get the basics right through supporting our staff and teams to thrive and be happy and healthy, including work-life balance
- Develop and grow our workforce, offering lifelong learning, professional development and creating new and exciting opportunities for staff, service users, carers and our communities

Improved value

- Extend the financial viability programme, engaging all in reducing waste, improving financial and environmental sustainability
- Work collaboratively across the system with our partners to improve value and reduce waste

Equity & Diversity

The Trust's vision is to provide high quality community services and mental health care to improve the health of our communities. We aim to do this in partnership with people who use our services, their carers and families, and statutory and voluntary organisations.

To deliver this vision, we will build on the strong clinical and managerial expertise of our staff, strengthen service user and carer participation and co-production, and continue to build relationships with existing partners and develop partnerships with new organisations.

We will promote social inclusion and recovery, and support service users to flourish in all areas of their lives and be fully involved in the life of their community through greater access to leisure, education and work opportunities as well as access to good physical health and well-being services.

By putting the service user and carer at the centre of everything we do, ensuring wider choice and promoting independence, promoting social inclusion and recovery, and recognising the contribution our staff make, we embody our values around equity, diversity and the promotion of human rights.

We will ensure equity and value diversity, through offering the right services regardless of a person's age, race, ability to speak English, religion or lack of religion, gender, disability, sexuality or culture.

We will ensure our services are based on individual needs and providing a service which acknowledges and values difference.

We will work to ensure that equity, diversity and human rights are integral to all aspects of our work and that we challenge prejudice and discrimination wherever this affects our staff and service users.



The role

Job Title:	Chief Nurse
Department:	Corporate/Trust Board
Responsible to:	Chief Executive
Accountable to:	Chief Executive
Location:	VSM
Salary:	Trust Headquarters

The Chief Nurse is a key senior role within the Executive Team, helping to promote the Trust's mission to provide the highest quality integrated care.

The Chief Nurse holds overarching responsibility for quality assurance and patient experience within the Trust and is accountable to the Trust Board for the following key areas:

- Professional leadership – for the following professional groups and/or services: nursing, healthcare support workers (HCSW) and peer support workers (PSWs)
- CQC registration and compliance
- Safeguarding adults and children
- Infection prevention and control (up to and including Director of IPC)
- Palliative and end of life care
- Sexual safety
- Equity, diversity and social inclusion
- Risk management and governance
- Patient Advisory Liaison Services (PALs), complaints, serious incidents, records management
- Chair of Quality Committee
- Freedom to Speak Up
- Global health
- Domestic abuse/violence lead.

The main responsibilities specific to the role of Chief Nurse are:

- Provide the Board with expert nursing advice with special interest in quality and patient engagement
- Take the strategic lead and provide the strategic vision for the nursing workforce, developing professional standards and ensuring that the registered and unregistered nursing workforce is developed in accordance with the national nursing agenda and Trust strategy
- Hold the overall responsibility for the professional leadership of all nursing staff employed by the Trust, ensuring that nursing strategies, policies and practices are of a high standard and that nurses are equipped to meet the challenges facing modern healthcare in the Trust and with partners
- Joint lead with the Chief Medical Officer in ensuring engagement with all professional leads to set the clinical leadership approach of the Trust
- Joint responsibility with the Chief Medical Officer for the development of appropriate systems and mechanisms to ensure the Trust provides the highest quality services for patients and delivers on its statutory and other corporate responsibilities for the quality of services
- To be the Board lead for patient experience and ensure the implementation of a comprehensive service user and carer involvement strategy
- To be the Trust lead working in collaboration with the Chief People Officer and Executive Team as well as in partnership across agencies, in relation to patient care issues with specific interest in equalities of access to and experience of services.

Job description

As an Executive Director of the Trust Board and a member of the Executive Team, have shared responsibility and leadership for:

- Setting strategic direction
- The Trust meeting its strategic and operational objectives
- Key decisions taken as an Executive Team
- Monitoring and managing performance of all services across the entire organisation.
- Working together as an effective Executive Team
- Meeting Executive Team objectives relating to current themes and priorities
- Collective leadership in setting the culture, safeguarding values and ensuring the organisation's obligations to its key stakeholders are met
- Building sustainable relationships with key partners in both North East London and Bedford, Luton and Milton Keynes Integrated Care Systems (ICS).

Strategy

- Input into the development of the Trust's strategic aims and aspirations, with consideration of the Council of Governors' views, the resources available and supporting Trust values
- Provide leadership to the organisation within a framework of prudent and effective controls ensuring key risks are assessed and managed to ensure successful organisational outcomes.

Partnerships

- Work with the Chair alongside the Council of Governors and all internal stakeholders to promote Trust's mission to provide the highest quality mental health, community and primary care
- Provide influential leadership to develop and nurture positive relationships with key external stakeholders and to explore opportunities offered by partnering with other organisations to improve the quality and value of services in the interests of all the communities served.

Organisational Development

- Establish the Trust's values and standards of conduct, ensuring its obligations to all stakeholders are understood and met and to lead the development of a culture that is open and empowers innovation at all levels
- Support the development and delivery of the Trust's Organisational Development Strategy aligned with and supporting strategic aspirations and objectives.

Equalities

- Placing the Trust's values at the core of every decision ensuring equity, promoting inclusion and valuing diversity.

Organisational Treasures

- The Chief Nurse role requires a visionary who can inspire and engage nursing staff, fostering a culture of collaboration and active participation. The Chief Nurse will lead initiatives that empower nursing staff to contribute to decision-making processes, ensuring their voices are heard and valued. Additionally, the Chief Nurse is responsible for driving continuous quality improvement efforts, utilising evidence-based practices to enhance patient care and safety. By prioritising these key areas, the Chief Nurse will help maintain our commitment to excellence and innovation in healthcare. The Chief Nurse plays a pivotal role by championing our organisational treasures:
 - People Participation
 - Quality Improvement
 - Approach to diversity and inclusion
 - Our kind and caring staff
 - Clinical Leadership

Main duties & responsibilities

Nursing leadership

- Provide the Board with expert nursing advice with special interest in quality and patient engagement.
- Take the strategic lead and provide the strategic vision for the nursing and health visiting workforce, developing professional standards and ensuring that the registered and unregistered nursing workforce is developed in accordance with the national nursing agenda and Trust strategy.
- Hold the overall responsibility for the professional leadership of all nursing staff employed by the Trust, ensuring that nursing strategies, policies and practices are of a high standard and that nurses are equipped to meet the challenges facing modern healthcare in the Trust.
- To be responsible for implementing continuing professional development for nursing and establishing and maintaining a nursing development programme within the Trust.
- Ensure that the Trust has a robust professional regulatory framework in place for nursing, and that robust arrangements are in place to train and educate and re-validate nurses in the delivery of high quality, user centred care.
- Foster active involvement by nurses in the Trust's academic activities and research.
- To be actively involved in the Joint Institute of Mental Health Nursing and to build and develop relationships between the Trust and relevant Universities in London, Luton, Bedfordshire and surrounding areas.
- Work with the Chief Executive and the Executive Team to develop, monitor and implement the Trust's strategy in relation to Occupational Therapy and to guide existing and future service development.
- Work with the Chief Executive and the Executive Team to develop integrated care pathways between primary care, community health services, mental health services and social care.

- Ensure provision of professional oversight and management systems for Occupational Therapists employed by the Trust including appraisal arrangements and continuing professional development opportunities.
- To be the Board lead responsible for managing the relationship and interface between the Trust and the CQC.
- Maintain productive relationships and networks with other Integrated Care System (ICS) nurse leaders.
- Hold overall responsibility for the workforce planning of the nursing workforce.

Quality

- Joint responsibility with the Chief Medical Officer for the development of appropriate systems and mechanisms to ensure the Trust provides the highest quality services for patients and delivers on its statutory and other corporate responsibilities for the quality and safety of services working with the Chief Quality Officer.
- Set up systems to ensure that the patient experience is paramount in the provision of services.
- Work with the Chief Financial Officer and Chief Medical Officer to ensure that the Trust has robust integrated risk management and internal control.
- Chair the Quality Committee and ensure that the quality framework operates effectively and provides adequate assurance to the Board regarding the range of Trust activities.
- Jointly with the Chief Medical Officer ensure that through the quality structure, issues regarding service quality, improvement and monitoring are communicated to the Trust Board and partner agencies.

Patient experience

- To be the Board lead for patient experience and ensure the implementation of a comprehensive service user and carer involvement strategy.
- Support service user and carer involvement in the planning and delivery of all services through development of service specific standards with users and carers.
- To be the Board lead for complaints and to ensure the effective management of complaints in line with legislation and national policy, and the provision of an effective Patient Advice & Liaison Service (PALS).
- Joint responsibility with the Chief Medical Officer to ensure that there is an integrated approach to the management of, and learning from, incidents, complaints in liaison with the CQC and partner organisations.

Safeguarding

- To be the Board lead for safeguarding (children and adults) and ensure the development and implementation of safeguarding strategies and procedures.
- Chair the Safeguarding Committee, ensuring the safeguarding issues are adequately addressed through the healthcare governance framework.
- Provide professional advice and support to staff specialising in safeguarding.

Equity

- To be the Trust lead working in collaboration with the Director of Integrated Care, Chief People Officer and the Executive Team as well as in partnership across agencies, in relation to patient care issues with specific interest in equity of access to and experience of services.
- To be the Trust lead in advocating for nurses from minority groups to facilitate them flourishing in their chosen profession in management, education and research and specialist clinical roles.

Additional responsibilities

- Joint responsibility with the Chief Medical Officer to ensure that there is an integrated approach to the management of infection control.
- Joint financial viability lead.
- Comply at all times with the Trust's established health and safety policies, in particular, by following agreed safe working procedures and reporting incidents, using the Trust's risk reporting systems.
- Practice at all times in accordance with the infection control standards specified in Trust policies and procedures and with the current code of practice for the prevention and control of health care associated infections.
- Undertake any additional duties as required by the Chief Executive.

Note: This job description is neither definitive nor exhaustive and is not intended to be totally comprehensive. It may be reviewed in the light of changing circumstances following consultation with the post holder and line manager. This job description is to be read in conjunction with all current ELFT policies and guidelines.

GDPR: To maintain the confidentiality of all personal data processed by the Page 5 of 7 General Data Protection Regulation (GDPR) organisation in line with the provisions of the GDPR. As part of your employment with East London Foundation Trust, we will need to maintain your personal information in relation to work on your personal file. You have a right to request access to your personal file via the People & Culture Department

Person Specification

	ESSENTIAL CRITERIA
QUALIFICATIONS	<ul style="list-style-type: none"> • Possession of degree or equivalent experience • A relevant Master's degree or equivalent experience • Relevant professional nursing qualification • Current registration with the NMC on a relevant part of the register • Evidence of recent management and leadership development • Evidence of continuous professional and personal development
EXPERIENCE AND ACHIEVEMENTS SPECIFIC TO THE ROLE	<ul style="list-style-type: none"> • Previous Director of Nursing level or above within a combined care setting • A successful track record in developing nurse recruitment and retention • Demonstrable track record of achievement in the quality and patient safety arena and patient experience • Experience of effective partnership working with internal and external stakeholders • Experience of working with patients and the public to enhance and develop patient pathways • Clear and in-depth understanding of national NHS strategy and policy and ability to translate this into a working and operational outcome for the nursing workforce • Detailed understanding of whole systems working, integrated care and social care • Detailed knowledge of CQC regulatory framework • Familiarity with current political, legal and business developments that impact upon nursing in the NHS
LEADERSHIP AND MANAGEMENT STYLE	<ul style="list-style-type: none"> • Open, supportive and compassionate leadership style • Team builder, able to delegate • Excellent interpersonal skills and ability to make and retain relationships • Strong influencing skills with the ability to shape development across the health and social care system
KNOWLEDGE SPECIFIC TO ROLE	<ul style="list-style-type: none"> • High level report writing skills (e.g. for complaints, strategy documents, incident reports and Board papers) • To build on the Trust's success in terms of employee engagement by leading on changes to improve culture and staff morale

NHS England:

Leadership Competency Framework – Competencies

All Board directors are required to meet the six leadership competency domains which reflect the NHS values as set out in NHS England's Leadership Competency Framework 2024:

Competency domain	
Driving high-quality and sustainable outcomes	The skills, knowledge and behaviours needed to deliver and bring about high quality and safe care and lasting change and improvement – from ensuring all staff are trained and well led to fostering improvement and innovation which leads to better health and care outcomes
Setting strategy and delivering long term transformation	The skills that need to be employed in strategy development and planning, and ensuring a system wide view, along with using intelligence from quality, performance, finance and workforce measures to feed into strategy development
Promoting equality and inclusion, and reducing health and workforce inequalities	The importance of continually reviewing plans and strategies to ensure their delivery leads to improved services and outcomes for all communities, narrows health and workforce inequalities, and promotes inclusion
Providing robust governance and assurance	The system of leadership accountability and the behaviours, values and standards that underpin our work as leaders. This domain also covers the principles of evaluation, the significance of evidence and assurance in decision-making and ensuring patient safety, and the vital importance of collaboration on the board to drive delivery and improvement
Creating a compassionate, just and positive culture	The skills and behaviours needed to develop great team and organisation cultures. This includes ensuring all staff and service users are listened to and heard, being respectful and challenging inappropriate behaviours
Building a trusted relationship with partners and communities	The need to collaborate, consult and co-produce with colleagues in neighbouring teams, providers and systems, people using services, our communities, and our workforce. Strengthening relationships and developing collaborative behaviours are key to the integrated care environment

How to Apply

The closing date for applications is **4 July 2024**.

All applications must include:

- A full and updated CV, which includes your contact details and email address.
- A personal statement of no more than two sides of A4, which should explain why you are interested in applying for the role and how you believe you meet the requirements set out in the person specification.
- Contact details of referees to cover the last six years (who will not be contacted without your permission).
- A completed **Diversity Monitoring Form** and **Fit and Proper Person Monitoring Form**.

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

All applications will be acknowledged.

For an informal conversation about the post, please contact Finn McNulty or Matt Simpson at Hunter Healthcare, by emailing **fmcnulty@hunter-healthcare.com** or by calling 07966 006091.

Diversity Matters

We are passionate about creating an inclusive workplace that promotes and values diversity. We know through experience that different ideas, perspectives and backgrounds create a stronger and more creative work environment that delivers better patient and population health outcomes.

We welcome all applications, especially those from under represented communities, including people with a disability, and those from Black, Asian and Minority Ethnic backgrounds.

We have policies and procedures in place to ensure that all applicants are treated fairly and consistently at every stage of the recruitment process, including the consideration of reasonable adjustments for people who have a disability.

KEY DATES:

Application closing date	4 July 2024
Shortlisting	8 July
Stakeholder sessions (MS Teams)	16 July
Panel interview (face to face)	17 July



East London
NHS Foundation Trust



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