

Welcome from the Chair

The appointment of our new CEO is, of course, a major and significant decision for the Board. This message sets out a personal perspective about the qualities we will want to see in the successful candidate and the background that shapes that perspective. This should be read alongside the NHS Leadership Competencies set out by NHS England and be complementary to it.



Context is key. Formed in 2002, ESHT has never been an easy Trust to lead and the early years were extremely challenging, with significant regulatory scrutiny between 2012 and 2018.

The past six years have seen stronger clinical, operational and financial performance and the CEO has, naturally, been the lynchpin of that success. Our in-year position combines highs and lows; In April we received an additional £2m from NHSE for improved ED performance, but in-year financial challenges mean we are under significant pressure for the first time in years.

We are a multi-site Trust with complementary acute services across two DGHs. Significantly we run a wide range of community services that serve around two thirds of the population of East Sussex. This geographical and service disposition brings us great integration opportunities but also challenges around economies of scale, transport etc. Over a number of years we have embraced integrated working and are regarded as a reliable and trusted system partner. The current CEO has taken a number of leadership roles within the system and we take pride in our wider contribution. Partnerships are strong, both within the NHS and beyond. Sussex-wide NHS working is more recent and is deepening quickly, but our partnership with East Sussex County Council goes back a long way.

We have a strong, stable and effective Board with highly competent Executives and Non-Executives. A number of us, among the NEDs, have NHS CEO experience. We are very data and evidence driven Board and will seek to maintain and deepen that approach under a new CEO.

There is a distinctive culture to ESHT that is easier to 'feel' than to define. When the current improvement journey really got under way from 2016/17 there was a deliberate decision to follow a values-based path. We invest a huge amount of effort in creating a supportive climate that means staff can give of their best. We are unashamedly a local trust, with over 75% of staff living less than 5 miles from our main sites; our people are also our patients. We are one of East Sussex's biggest employers so our impact on and in 'place' is important to us.

Management and leadership behaviour is at the heart of our culture and we work to ensure our managers are supported to achieve results using the values we promote. Many hundreds of staff contributed to a refresh of our values in 2022/2023 and 'Kindness, Inclusivity and Integrity' reflects both who we are and the standards we aspire to. I have Chaired around 95% of Consultant appointment panels since I joined close to six years ago. Candidates often tell me a consistent story about why they joined ESHT; how they often do locums for periods before applying to test the culture. What they tell me they like is the blend – on the one hand the Trust is very friendly, collaborative, collegiate and supportive ("it's like a family"), but at the same time pushing for high standards and is ambitious. There are similar messages from other recruits too, whether managerial or clinical. It is certainly true we want to provide the best possible local care for our patients. I have over forty years of experience in healthcare management and there is a stronger 'bond' between frontline staff, senior clinicians, executives and the Board here than I have seen in most NHS organisations. We believe this is a real strength.

So, what does this context mean for our recruitment?

First and foremost, we want a CEO that builds on the platform of success and can embody the values we espouse in the way that they work – someone who works with the grain of the existing culture, not across it. These values are very real to us and not something we pay lip service to.

The current CEO has been a team builder, forging the individual strengths of the Executive Team into an integrated cohesive unit, bringing clinical leaders into the heart of decision-making and supporting their development. This is a key skill we will be looking for in candidates' experience to date.

ESHT is a complex Trust with a mix of services. Understanding of and success in running a large complex organisation like ours will be essential. Board-level experience of directly running complex acute services will be essential and a knowledge of community services and the opportunities of integration will be vital. We take pride in our track record of good clinical, operational and financial standards but are eager to do even better and our new CEO will be able to demonstrate delivery and good outcomes, achieved by working with clinical and operational leaders.

Like every part of the NHS, our finances are under stress. Our new CEO will need to shape a financially sustainable future, at pace, to match the clinical sustainability we need.

The nature of the ESHT culture means the CEO needs to create a visible, positive reputation with staff as well as partners. Our workforce responds well to interested, committed, authentic leaders with humility.

This, in turn, means meaningful, purposeful engagement. In my view there is no route to high quality, sustainable care that does not involve motivating and inspiring staff to give of their best. And, equally, there is no route that does not involve clinical leaders empowered and enabled to drive our services forward.

And what about our future?

The values and work that have got us here will not be enough to keep us fit for the future. Our culture and values are the foundation stones of our success, but the coming five years will see potentially unprecedented change and past success needs to be a platform for the next stage not a prison to hold us back. Our new CEO will need to forge a vision and a path to meet the changing context of the NHS and to ensure we thrive. To that end we will want a CEO who can foster change and improvement internally but also play an integral part in the wider system across Sussex, helping to bring system solutions to local challenges.

It is hard to capture the essence of what the successful candidate will bring in a note, but I hope this at least gives both a flavour of and a pointer to what we need. We are proud of our achievements at ESHT. I'm know I'm biased, but I do think it's a special place with great people.



Steve Phoenix

Chairman

East Sussex Healthcare NHS Trust

About Us

We provide safe, compassionate and high quality hospital and community care to over half a million people living in East Sussex and those who visit our local area.

We are one of the largest organisations in East Sussex with an annual income of £650 million and we are the only integrated provider of acute and community care in Sussex. Our extensive health services are provided by over 8,000 dedicated members of staff working from two acute hospitals in Hastings and Eastbourne, three community hospitals in Bexhill, Rye and Uckfield, over 100 community sites across East Sussex, and in people's own homes.

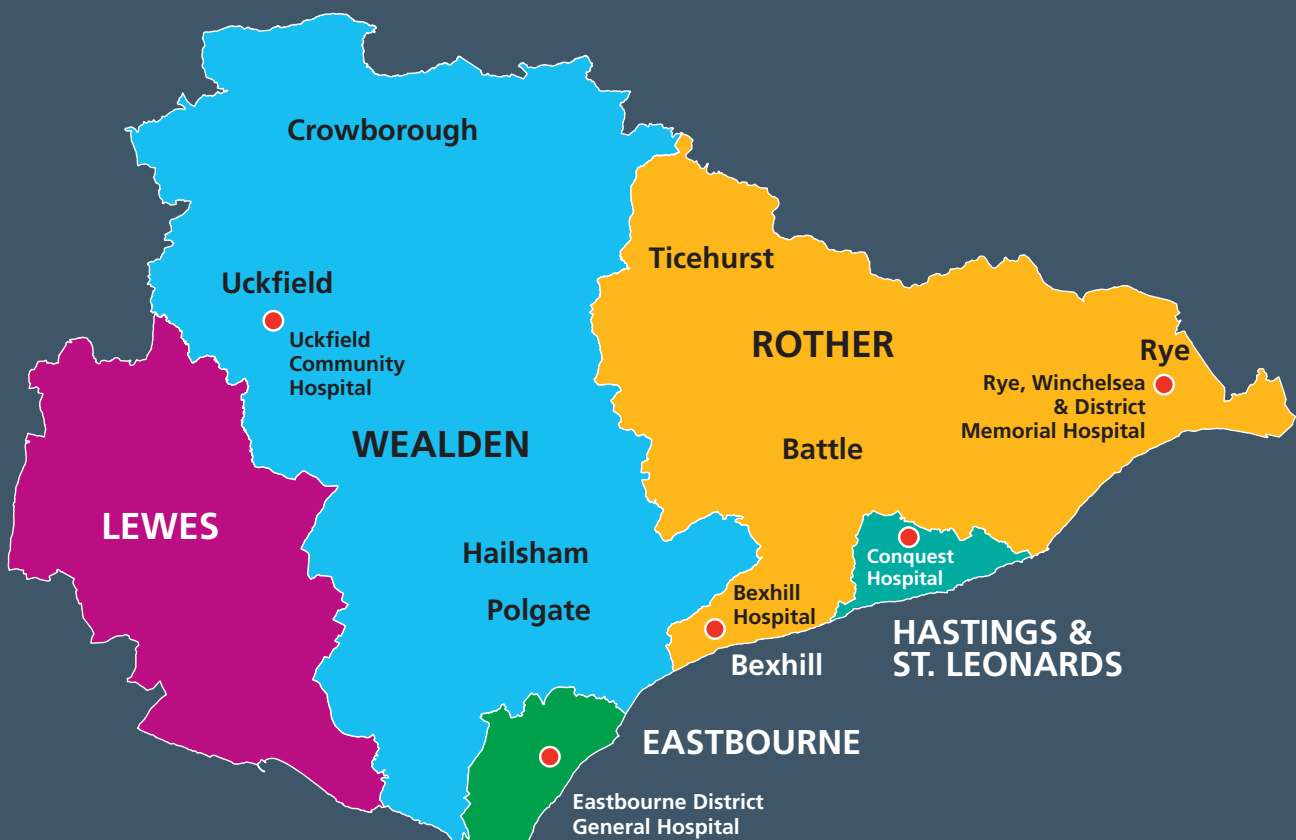
In 2020 the Care Quality Commission (CQC) rated us as 'Good' overall, and 'Outstanding' for being Caring and Effective. Conquest Hospital and our Community Services were rated 'Outstanding' and Eastbourne DGH was rated 'Good'.

Our two acute hospitals have emergency departments and provide 24 hour a day care, offering a comprehensive range of surgical,

medical, outpatient and maternity services, supported by a full range of diagnostic and therapy services. Our centre for trauma services and obstetrics is at Conquest Hospital, while our centre for urology and stroke services is at Eastbourne DGH. At Bexhill Hospital we offer a range of outpatient, day surgery, rehabilitation and intermediate care services. At Rye, Winchelsea and District Memorial Hospital we offer outpatients, rehabilitation and intermediate services. At Uckfield Community Hospital we provide day surgery and outpatient care.

In the community, we deliver services that focus on people with long term conditions living well outside hospital, through our integrated locality teams working with district and community nursing teams. Community members of staff also provide care to patients in their homes and from a number of clinics, health centres and GP surgeries.

We are part of the **Sussex Health and Care Integrated Care System (ICS)**, which is made up of health and care organisations across Sussex. For more information, visit our website [here](#).



In the Last Year...



Over

2,700

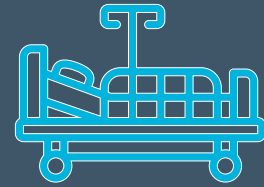
babies were born in our hospitals



Almost

160,000

attendances in our emergency departments



Nearly

56,000

people had planned surgery



We received

21,800

cancer referrals



Over

41,000

referrals to community nursing – 96% seen within 24 hours



We prepared

1,109,000

patient meals across our four main hospital sites



More than

470,000

outpatient appointments



We recycled

227

tonnes of cardboard and scrap metal

Living in East Sussex

Sussex has some fantastic natural features such as the Seven Sisters County Park, alongside many areas of outstanding natural beauty that include the medieval heathland and forests of the High Weald.

Beaches and harbours

Hastings still boasts the largest beach-launched fishing fleet in Europe, as well as the UK's steepest funicular railway. Eastbourne offers a traditional Victorian seafront and the bustling Sovereign Harbour marina.

Places to stay

There is a rich array of accommodation options, ranging from five-star hotels on the seafront to quaint B&Bs set amid beautiful Sussex countryside.

The weather

Both Eastbourne and Hastings regularly top the UK list for locations that enjoy the most hours of sunshine.

Birthplace of English History

The legacy of the Battle of Hastings still colours the entire town and the remains of William the Conqueror's first English castle still stand today.

Travel connections

London is just over two hours away by car or train, while Gatwick Airport, Eurotunnel and regular ferry crossings from Dover allow easy access to mainland Europe.

The White Cliffs coastline

The stunning and world-famous White Cliff coastline includes the iconic Beachy Head and Seven Sisters, Seaford Head and Hope Gap.

Places of cultural interest

East Sussex offers a rich array of culture, with art galleries such as the Jerwood Gallery in Hastings and an array of theatre and entertainment venues such as the De La Warr Pavillion in Bexhill and the White Rock Theatre in Hastings.





Our Strategy 2021-26

“Better Care Together for East Sussex” sets out our vision and how we want to improve services by working effectively with system partners, supporting our colleagues and enabling our residents to access the right care in the right place. It is built on four strategic aims that we believe are key to delivering the vision and goals of the trust:

Improving the health of our communities

- Outside our hospitals, our community based teams have had some great successes this year: our virtual ward is now very well utilised and had a very positive GIRFT review; and our Urgent Community Response team substantially exceed its two hour response targets. We are also piloting new, more integrated approaches, working with the South East Coast Ambulance service, to respond to urgent calls for help more rapidly.
- We have been successful in reducing the number of people waiting too long for planned care interventions (almost reducing the number of people waiting over 65 weeks to zero), reinvigorated our day surgical programme and made good progress in improving the speed of access to urgent care (meeting the 76% four hour target set by NHS England in March 2024).
- In addition, we successfully developed the business case for the Sussex Surgical Centre at Eastbourne District General Hospital and broke ground in August; the new centre is expected to open in 2025. We also implemented a large scale ‘Community Diagnostic Centre’ in Bexhill which has become very popular with our patients.
- We continue to build collaborative arrangements across East Sussex, working together with system partners to co-develop joint health and social care priorities.

Collaborating to deliver better care

- We have extended that collaboration by working closely with NHS Sussex on the development of Provider Collaboratives – which we expect to begin to have an impact in 2024/25 – and agreeing their initial set of priorities (i.e. developing integrated community teams and ways to improve access to planned care capacity collectively).
- We continue to play a key role in the Sussex Pathology Network which is now implementing the Laboratory Information Management System it procured last year, has implemented Digital Pathology capability and has completed the case for a joint managed service contract. We are also keenly involved in the newer and developing Radiology Network, which has begun to develop the capability to share image content so we can maximise the network’s radiologist and reporting capability.
- As well as collaborating on service improvement, we work very closely with other critical programmes across Sussex, including digital programmes and workforce development priorities. We have also seen early progress made as a system in developing meaningful ways to share information with each other (when it helps us care for patients and people in our communities and is within information governance rules) by working well with NHS Sussex’s ‘Our Care Connect’ programme.
- We also took the first steps in the development of ‘Integrated Community Teams’, joining system partners in the Hastings ‘FrontRunner’ project; and we are beginning to test new ways of joining up services across acute, community and primary care to support people who live with a higher degree of frailty.

Empowering our people

- We continue to focus on keeping our people safe, healthy and well. We are doing this by increasing our capacity to deliver both psychological and wellbeing support and we are committed to deliver the Sexual Safety in the Workplace Charter
- In partnership with university and college partners we have developed new educational programmes to ensure our people have the skills and experience to deliver the best possible patient care.
- We asked our Staff Partnership Forum to review the trust values. Forum partners from all divisions of the trust worked together to identify three key words. More than 700 colleagues attended numerous engagement events in July and August 2023, led by the Chief Executive. After a lot of discussion and feedback, the words which received the most support and were agreed to embody the trust's values were kindness, inclusivity and integrity.
- We have re-designed and developed our recruitment material to attract new people to join our trust. Successful campaigns have reduced our vacancy rate from 9% in February 2023 to 4.5% in February 2024. Alongside this, we have held 'Big Conversations' with our people to understand why they would consider leaving the trust, and how we can create a flexible environment in which our people can grow and develop. During this year, our retention rates have improved to levels seen pre-pandemic.

Ensuring Innovative and sustainable care

- We have continued to build on some of the innovations from last year, such as implementing digital pathology and rolling out our electronic pharmacy management system, new test ordering system.
- We have also focused on understanding how to derive the most benefit from being an integrated organisation to develop more sustainable service models. The success of our virtual ward service (which is now very well utilized with 56 virtual 'beds'), our HomeFirst pilot, our 'Frailty Enhanced Discharge' pilot and our nationally recognised work on rehabilitation service models are being brought into a new programme of work designed to optimise and showcase the 'art of the possible' as an integrated acute and community provider – which will see more integrated delivery of care, closer to where people live and in more appropriate locations in the coming years.
- In terms of environmental sustainability – we are now benefiting from the investment in the solar farm on the Eastbourne staff Car park, the air source heat pumps and the completed insulation fascia at Eastbourne hospital, leading the way nationally on aspects of the net zero NHS journey.

Our Trust Values

This past year has seen us undertake work to develop and then engage colleagues on our new trust values. Our previous values had been used for a decade, and when the Partnership Forum, a group of staff representatives from across all areas of the trust, was formed in 2022, they were asked to review the values and understand if they were still fit for purpose.

It was agreed they needed refreshing, with the new values needing to reflect who we are, how we work and what we believe in as a trust. Forum partners from all divisions of the trust worked together to identify three key words, then more than 700 colleagues attended numerous engagement events in July and August to gain their views.

The forum shared the words with the trust leadership team. After a lot of discussion and feedback, the words which received the most support were kindness, inclusivity and integrity.

These were then shared with Healthwatch, our patients and volunteers. The values were launched across the organisation with a host of activities engaging colleagues across the trust, at both community and acute sites. We introduced the new values, their meanings and the behaviours that underpin them, and the response was overwhelmingly positive.

However, it's really important that this isn't an initial flurry of excitement and then nothing more – these need to be embedded in everything we do in our organisation. There is lots of positive feedback to build on, and we are committed to making sure our values work is at the heart of our trust objectives for the coming year.

A working group will manage the continued embedding of the values over the coming year, which will see them being woven into every aspect of working life at the trust.



KINDNESS INCLUSIVITY INTEGRITY

Kindness means treating others how you want to be treated and caring enough to get it right. It's the small acts of kindness both to patients and each other – that make everyone's experience better.

- Treating others as you would wish to be treated
- Being kind to yourself, colleagues and our patients and their loved ones
- Choosing to react in a kind way and being open and friendly
- Being considerate of other people as individuals
- Showing empathy for patients and colleagues

Inclusivity involves embracing differences and working together as a team. It's fundamental to providing the best care for our patients so we can make the trust a supportive workplace where everyone is welcomed and feels involved.

- Working together collaboratively across all areas of the trust
- Involving patients and carers in decisions about their care
- Being part of a supportive workplace where we can all be ourselves
- Valuing that everyone has something different to bring to our trust
- Showing respect to everyone – consistently and without prejudice

Integrity is saying and doing the right thing, in the right way, for the right reasons. We should all come to work each day with the intention of giving the best of ourselves and doing the best for our patients, colleagues and the trust.

- Understanding what's acceptable and what's not – and speaking up when something's not right
- Being committed to doing what you say you will do
- Being honest and accountable for your actions
- Being mindful of resources and how they can be used as effectively as possible
- Striving to be the best you can be



Our Equality Objectives 2022-26

We are committed to equality of opportunity, treatment and behaviour, employment, promotion and development. We are proud of our diverse workforce who are representative of the communities we serve and support us in the delivery of our equality agenda.

Protecting our staff

- Ensuring that workplace environments are free from bullying or intimidating behaviour, violence and aggression.

Increasing representation

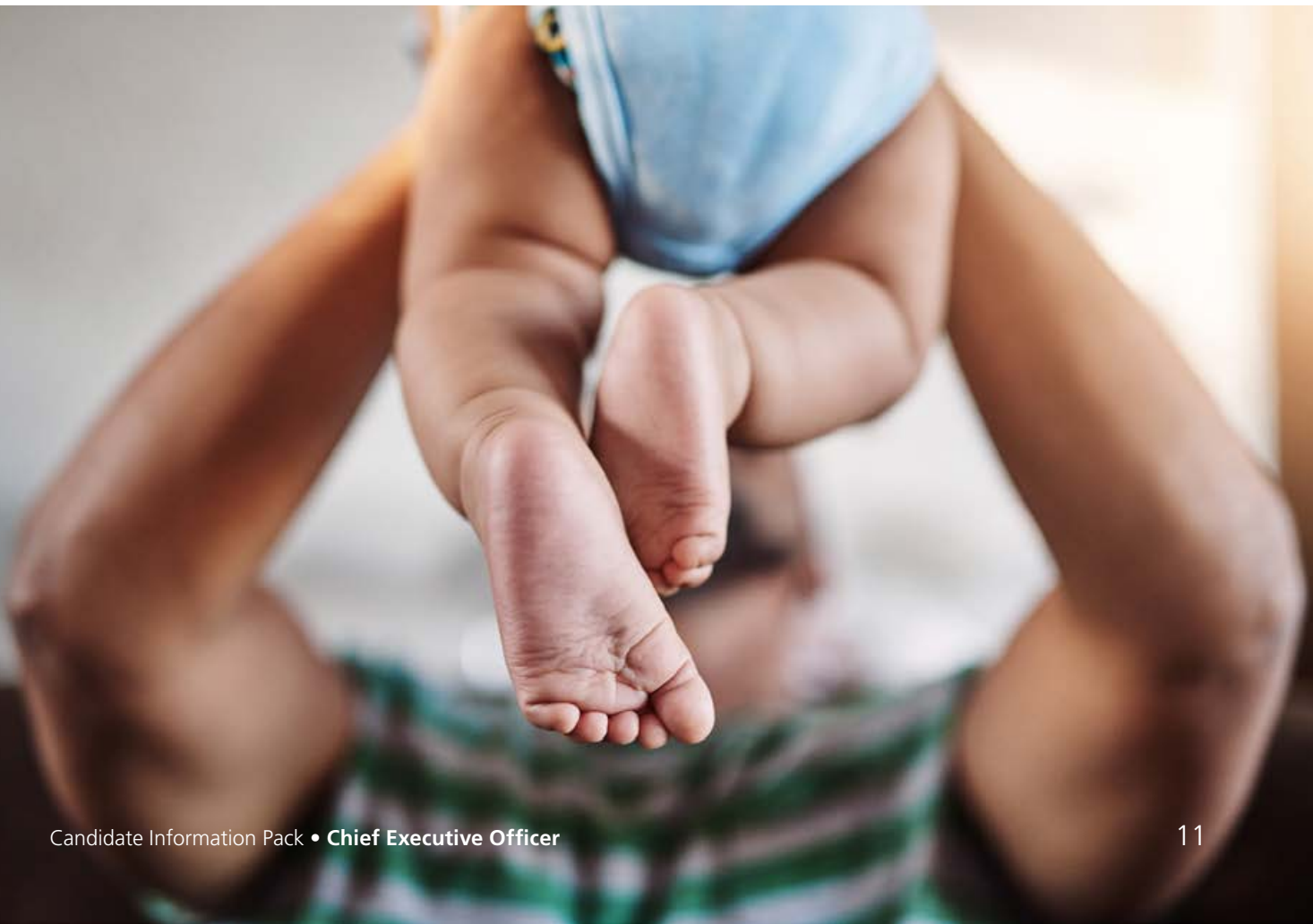
- Increasing workforce representation at all levels and positive reports of staff experience about equality of opportunity, as measured through the staff survey.
- Delivering on our commitments in the national workforce race and disability equality standards, and the aspirational targets for multicultural staff.

Building an inclusive culture

- Making sure that people feel comfortable to be themselves and feel that they belong.
- Continuing development of inclusive leaders and allies.

Supporting staff to tailor care towards cultural needs

- Supporting staff to recognise and tailor care towards people's cultural needs and attend to social and health inequalities.



Job Description

Job Title:	Chief Executive Officer
Accountable to:	Trust Chairman
Term of Office:	Substantive

SUMMARY

The Chief Executive will:

- Ensure that we provide excellent care that is focussed on safety, effectiveness, and patient experience.
- Maintain a strong culture based on the Trust's values, responding explicitly to the results of the annual staff surveys.
- Ensure the achievement of statutory and locally determined operational (access) standards
- Ensure the delivery of an annual budget at no worse than break even
- Maintain and develop a clear strategy for the organisation, linked to that of the local system.
- Work with key stakeholders across health and social care to further progress the development of new structures, systems and processes.
- Work with Trust partners in Sussex to create a strong, active Acute Services Network
- Lead the development and achievement of the capital strategy in response to NHP (New Hospitals Programme)
- Enhance relations with partner organisations in health and social care to further develop the Integrated Care Partnership for East Sussex
- Ensure that all statutory duties are discharged and that the Trust operates at a high level of good governance
- Lead the Executive Team in the execution of all the Trust objectives and strategy and ensure that the team is developed and managed appropriately
- The Chief Executive is an Executive member of the Trust Board, the Accountable Officer of the Trust and is a key leader within the Local Health Economy.

STRATEGY

- Work closely with the Board in the formulation of the next stage of the Strategic Plan ensuring that all proposals are patient centred and in line with the objectives of the Trust.
- Work with health economy partners to shape the environment and build capacity and capability to bring about transformational change in the way services are delivered.
- Manage the Trust in accordance with its values and objectives ensuring that all activities are directed towards achievement of these.
- Maximise the Trust's potential to improve healthcare and identify opportunities with focus on improved levels of productivity & efficiency.
- Understand, assess and manage strategic, reputational and operational risk.

QUALITY AND GOVERNANCE

- Develop and maintain high standards of clinical care and service delivery and ensure that an effective management structure is in place.
- Act as a role model for embedding and maintaining a culture of safety ensuring that national targets around patient safety and Hospital Acquired Infection are achieved.
- Support the implementation of the Organisational Development Strategy ensuring that there is effective and high quality leadership in place at all levels of the organisation.
- Develop and sustain processes to ensure that clinicians are fully engaged and lead decision-making processes in relation to clinical strategy.

- Adhere to all legal requirements in relation to the business and financial assets, people, IT and intellectual property to the Trust.
- Develop and promote effective working relationships and communications with staff and ensure that staff are motivated, developed, supported and respected.
- Act as a role model for equality, diversity and inclusion within the Trust and ensure that all legal requirements are met.
- Build effective relationships and enhance confidence with key internal and external stakeholders and strategic partners including the Care Quality Commission, key commissioners, NHS England, NHS Sussex, other NHS organisations, independent providers, local government in the Health Overview & Scrutiny Committee (HOSC), community groups and the voluntary sector.

OPERATIONAL DELIVERY

- Responsible for the overall performance and management of the Trust and for ensuring that all statutory duties are discharged and Constitutional standards delivered.
- Establish systems of control and limits of delegation and provide the Board with assurance of their effectiveness.
- Monitor, evaluate and drive organisational performance in accordance with local and national performance metrics.
- Review models of care and support the development of new care pathways to improve efficiency and patient experience.
- Ensure that financial targets, including cash releasing efficiency savings, are met along with compliance with the standards set by external and regulatory organisations.
- Establish robust systems of performance focussed on continuous improvement in the delivery of services.

STATEMENT

This job description will be agreed between the jobholder and the manager to whom he/she is accountable. It may be reviewed in light of experience, changes and developments.

The information being handled by employees of East Sussex Hospitals NHS Trust is strictly confidential. Failure to respect the confidential nature of this information will be regarded as a serious breach of regulations, which will result in action under the Disciplinary Procedure including possible dismissal. It is the employee's personal responsibility to comply with the Data Protection Act.

It is the employee's responsibility to ensure all records (computerised or manual) are accurate and up to date, and that errors are corrected or notified as appropriate.

Employees must take reasonable care, and be aware of the responsibilities placed on them under the Health & Safety at Work etc. Act (1974) and to ensure that agreed safety procedures are carried out to maintain a safe environment for employees, patients and visitors.

In addition to any specific responsibility for risk management outlined in the main body of this job description, all employees must ensure they are aware of the key responsibilities applicable in relation to risk management as identified in the Trust's Risk Management Strategy.

All employees are responsible for ensuring they attend the relevant mandatory training as agreed with their manager/supervisor.

It is the employee's responsibility to ensure they follow the latest version of all policies and procedures which apply to them.

Person Specification

Qualifications:

- Degree or equivalent plus relevant professional qualification preferably in leadership or management related subject.
- Evidence of continued personal and professional development.

Skills:

- Ability to work in partnership across boundaries and drive change.
- Track record of successful strategic and developmental leadership in delivering patient care.
- Demonstrable ability to engage effectively with clinicians to bring about changes in service delivery.
- Track record of effecting real and demonstrable change and galvanising different points of view to take advantage of opportunities.
- Proven track record of effective and strategic influencing.
- Track record of successful financial management and performance delivery.
- High level of political astuteness.
- Effective influencing and negotiating skills.

Experience:

- Significant experience as a Chief Executive within a health care organisation, or having worked at very senior Director level.
- Demonstrable experience of leading significant and successful transformational change.
- A clear understanding of national health care policy and strategic direction.
- Demonstrable ability to inspire confidence in Clinicians and Managers.
- Experience of building and leading effective teams.

Personal Attributes:

- Strong desire to produce results and achieve change.
- Passionate about providing high quality patient-centred services.
- Strong, visible creative, open leadership style.
- Effective and clear communicator.
- Strong intellect, a good strategic thinker and problem solver.
- Brings energy, dynamism and creative problem solving to organisational issues.
- Committed to respecting, valuing and developing people.

NHS England: Leadership Competency Framework – Competencies

Alongside the Fit and Proper Persons Test, 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 **1 December**.

Applications should be made by submitting:

- A full and up-to-date 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 what you believe you will be bringing to it.
- Contact details for three referees (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 **Rhiannon Smith** at our recruitment partners, Hunter Healthcare by email: **rsmith@hunter-healthcare.com** or phone: **07860 773860**

KEY DATES:

Application Deadline	1 December 2024
Shortlisting	16 December 2024
Stakeholder Sessions (MS Teams)	15 January 2025
Stakeholder Sessions (F2F) & Panel Interview	16 January 2025





East Sussex Healthcare NHS Trust



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