

## **Position Specification (Full)**

University College London Hospitals NHS Foundation Trust

Director of Strategic Development

## University College London Hospitals NHS Foundation Trust

UCLH is one of the most complex NHS trusts in the UK, serving a large and diverse population locally, nationally and internationally. UCLH provides first-class acute and specialist services across eight sites and is dedicated to the diagnosis and treatment of many complex illnesses. UCLH has a world leading reputation for neurosciences, a growing reputation for cancer treatment and is regarded as one of the most successful providers of women's health care in the UK. Supported by providing excellent medical and surgical care, UCLH is committed to growing and expanding these three areas of strategic clinical focus. UCLH was one of the first trusts to gain foundation status and has an international reputation for excellence in the provision of healthcare alongside a tradition of innovation and distinction in research and development.

### Strategic development

The Strategic Development directorate is headed by a full-time Director, and has responsibility for developing and implementing UCLH's strategic priorities and projects; for leading our contribution to the Five Year Forward View through new models of care and achieving partnerships that enable commercial and corporate value.

#### a) Campus modernisation

Our campus in the heart of London is being modernised through consecutive phases that bring us brand new facilities at the leading edge of NHS care. Next phases of development are phases 4 and 5 which are currently in the early stages of construction.

#### Phase 4

Phase 4 is a new clinical facility on Huntley Street and Grafton Way at the centre of our campus. The facility will enable UCLH to deliver on two of its core strategic objectives: to improve our surgical and cancer services. Phase 4 is made up of 3 services which will be available to patients from the winter of 2019:

- i) Proton beam therapy  
Proton beam therapy is a type of radiotherapy used for treating complex and harder to reach cancers (such as brain, eye and spine cancers). Our new clinical facility is being specifically designed to house the PBT equipment, which is large and very heavy. The PBT service will be in the floors below ground in the new building.
- ii) Haematology, critical care and imaging  
The new building will enable UCLH to develop Europe's largest dedicated haematology services. The state of the art facilities will provide a focus for haematological care and expertise nationally and internationally.
- iii) Short stay surgery  
Developing a bespoke short stay surgery service will allow new pathways to be developed for elective short stay surgery and improve clinical outcomes and patient experience. It will also release capacity elsewhere in UCLH for complex inpatient surgical work and enable improved paediatric surgery through a dedicated paediatric surgical unit.

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## **Phase 5**

Phase 5 shall provide a world-leading centre for the diagnosis and treatment of the ear, nose, throat and mouth for adults and children as well as dental treatment by bringing onto the main campus two internationally renowned hospitals (the Royal National Throat, Nose and Ear Hospital (RNTNEH) and the Eastman Dental Hospital (EDH)). The building will be on Huntley Street, WC1E, at the site of the former Students' Union building and the Royal Ear Hospital. Providing a new centre will transform the way UCLH treats these conditions by providing multidisciplinary care, under one roof and in a modern, state of the art, environment.

### **b) New models of care**

#### **London Cancer Vanguard**

UCLH is working in an exciting new vanguard to consolidate leading edge cancer services for patients across London and the home counties. The Director of Strategic Development will work with our cancer leadership team to develop plans for an exceptional accountable clinical network that leads the way for treatment of cancer patients across England.

Alongside the Cancer Vanguard, UCLH is committed to working with partners across North and Central London to develop new models for the better delivery of care. The Director of Strategic Development will play a central role in tracking this work.

#### **Commercial and corporate partnerships**

UCLH has a successful track record of developing commercial partnerships with private sector partners, including our pathology service partnership with The Doctors Laboratory, and our joint venture radiology reporting company, Radiology Reporting Online. As part of our future plans for UCLH, we will be looking to identify, develop and deliver other partnership opportunities that achieve significant commercial advantage.

Our commitment to close partnership with other leading Trusts in London should also allow us to ensure enabling corporate services are provided in closer and more efficient partnerships with neighbouring Trusts. The new Director shall be expected to drive forward a new platform for shared corporate services working with fellow Directors to provide services at lower cost and of high quality in areas including ICT, HR and financial support.

## **Our vision and values**

UCLH is committed to delivering top quality patient care, excellent education and world-class research.

We deliver our vision through [values](#) to describe how we serve patients, their families and how we behave with colleagues in UCLH and beyond.

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**We put your **safety** and wellbeing above everything**

Deliver the best outcomes	Keep people safe	Reassuringly professional	Take personal responsibility
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**We offer you the **kindness** we would want for a loved one**

Respect individuals	Friendly and courteous	Attentive and helpful	Protect your dignity
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**We achieve through **teamwork****

Listen and hear	Explain and involve	Work in partnership	Respect everyone's time
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**We strive to keep **improving****

Courage to give and receive feedback	Efficient and simplified	Develop through learning	Innovate and research
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**Additional information**

Further information on UCLH can be found at <http://www.uclh.nhs.uk/Pages/home.aspx>

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## The role

Reporting directly to our Chief Executive, and as a member of the organisation's Executive Board, the Director of Strategic Development will be responsible for:

- Developing our strategy with our Board, NHS partners, Local Government, regulators and NHS England.
- Leading the design of new models of care for North and Central London with our partners.
- Securing the implementation of major transformation projects on behalf of the Trust (including phases 4, 5 and Queen Square of our world class health campus).
- Leading any merger and acquisition activity in which UCLH engages.

### Management of staff:

- To project-manage specific teams working within the Strategic Development Programme – consisting of clinicians, physicists, managers and finance, HR and estates colleagues.
- To manage external consultants assisting with a variety of projects - including engineering consultants, financial consultants, and clinical experts.

### Project management:

- To develop and implement project plans.
- To ensure projects reach key milestones, and final completion, within assigned timescales.

### Budget management:

- To manage project budgets, and ensure projects are completed within this envelope.

### Financial modelling:

- To work with the Director of Finance and his team to develop financial modelling work relating to new developments within UCLH.

### Analysis and evaluation:

- To lead demand and capacity analyses where relevant to specific strategic projects.
- To lead activity modeling where relevant to specific strategic projects.
- To lead local market analysis where relevant to specific strategic projects.

### Development of clinical strategies:

- To work with clinical teams in developing service models associated with new strategic developments.
- Working across North and Central London on the framing and development of **new models of care** moving forward.

### Development of partnerships:

- Develop innovative models of **corporate service delivery** with partner organisations to drive down cost and maintain quality and create an innovative model for shared corporate provision.
- To participate in the assessment of potential private partners for UCLH's strategic developments.
- To participate in the development of partnerships with other healthcare organisations, academic institutions, charitable bodies etc., which are necessary for the delivery of strategic developments at UCLH.

### Business Case production:

- To lead the development and implementation of business cases regarding UCLH's strategic service priorities.
- Work with UCL in support of the development of **Queen Square and the dementia Institute**. Ensure OBC and FBC are complete with appropriate funding streams and development begins with 24 months.

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### Communications:

- To be responsible for the raising of UCLH's profile in its key service priority areas.
- To ensure relevant staff throughout UCLH are aware of the Strategic Development Programme.

## Candidate profile

The ideal candidate will bring:

- An outstanding record of operational delivery within the NHS or equivalent health system.
- Experience of highly effective influencing of and ability to work with senior leaders of our partners (including at CEO level in NHS Trusts, NHS England, the Department of Health, Industry and across UCL Partners).
- A history of delivering projects that have brought about transformative strategic or operational step change outcomes for patients and the public.
- Experience in developing and delivering complex and high cost (£50m+) business cases.

In terms of the performance and personal competencies required for the position, we highlight:

Setting strategy:

- Excellent strategic analytical and strategy development skills, strong data-evaluation skills.
- The ability to solve complex problems.
- The ability to present ideas, and complex data, clearly and succinctly and in an easily understood format – both verbally (including presentations) and in writing.
- The ability to develop innovative strategies to address future scenarios.
- A track record of successfully anticipating trends and changes and leveraging that understanding on behalf of the business.

Driving for results:

- A distinctive track record of high achievement.
- The ability to drive projects and project teams to deliver high quality work on time.
- Can demonstrate ambition and persistence with challenging objectives.
- Is a charismatic team player with high energy levels.
- Self-motivated with a flexible and proactive approach.

Building relationships and using influence:

- The ability to lead through influence and persuasion rather than direct control and line management.
- The ability and credibility to work cooperatively with senior management and to form excellent relationships with a wide stakeholder base.
- Strong political awareness and evidence of working well within highly sensitive environments.
- The ability to work flexibly in a fast-changing environment.
- A track record of considering and drawing in other functions and colleagues in planning and strategic development.

Leading teams:

- A commitment to promoting equality and diversity in the workplace and in service delivery and development.
- A facilitative and inclusive approach to management.
- A track record of building high-performing, multi-functional teams.

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- Experience of supporting and developing teams and individuals.
  - A track record of proactively managing performance.

Business acumen:

- Strong grasp of financial data, and the ability to develop financial models.
- Familiarity with Special Purpose Vehicles and Joint Ventures.
- Good organisational skills and abilities.

Qualifications:

- Master's degree and/or an appropriate professional qualification or equivalent.
- Sustained record of continual professional development desirable.

### **Location**

The role is based in central London with travel to partner organisations across the capital and occasionally across the UK.

### **Remuneration**

A very attractive package will be available for the chosen candidate and terms and conditions will be available for those proceeding to the final stage of the selection process.

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## The selection and recruitment process

Russell Reynolds Associates has been appointed to assist in the recruitment of this post.

### Timetable

Closing date for applications

28<sup>th</sup> January 2016

Assessment Interviews

March 2016

### Application instructions

Closing date for applications is midnight on Thursday 28<sup>th</sup> January 2016.

All applications must include the following:

- The reference number 1512-027L in the subject line.
- A short covering letter of not more than two A4 sized pages explaining why this appointment interests you and how you meet the appointment criteria and competencies as detailed in the candidate profile.
- A current CV with educational and professional qualifications and full employment history where possible giving details where applicable, of budgets and numbers of people managed, relevant achievements in recent posts, together with reasons for absence within the last two years.
- Names of at least two referees who may be contacted at short list stage, i.e. before final interview.
- Confirmation from you that you are happy for Russell Reynolds Associates or its client to undertake any necessary background checks, including career, credit and qualifications, or similar.
- The willingness and ability to confirm that you are a Fit and Proper Person. For further details, please see: <http://www.cqc.org.uk/content/regulation-5-fit-and-proper-persons-directors>. Shortlisted candidates will be invited to complete a test based on UCLH's values. Additionally they shall be asked to complete a DBS check. Any job offer shall be subject to completion and passing of these checks and the Fit and Proper Person test.
- Notification of any dates you are unable to accommodate within the indicative timetable set out in the previous section.
- Your mobile number – and any other useful contact telephone numbers – together with your preferred e-mail address, which will be used for all correspondence between us. Please complete **Appendix 1**.
- The completed monitoring forms contained in **Appendix 2**.

In response to the advertisement, please submit your full application to:

By email (preferred): [Responses@RussellReynolds.com](mailto:Responses@RussellReynolds.com)

Or, by post:  
Russell Reynolds Associates  
c/o Elinor Parry  
Reference number 1512-027L  
Almack House  
28 King Street  
London SW1Y 6QW

If you need assistance, please email [responses@russellreynolds.com](mailto:responses@russellreynolds.com) or call +44 (0) 20 7198 187

**Appendix 1: Personal Details**

<b>Surname:</b>	<b>Forename(s):</b>	<b>Title:</b>
<b>Address for correspondence:</b>		
<b>Postcode:</b>		
<b>Contact Telephone Number (including national or international dialing code):</b>		
<b>Mobile Telephone Number:</b>		
<b>E-mail address:</b>		

## Appendix 2: Diversity Monitoring Questionnaire

Name (BLOCK CAPITALS)

Our client is committed to pursuing equality of opportunity.

This section of your submission will be detached from your application. The information collected will only be used for monitoring purposes in an anonymised format and will help the organisation analyse the profile and make up of applicants and appointees to jobs in support of their equal opportunities policies. Your answers will be treated confidentially and will not affect your job application in any way. We thank you in advance for your co-operation.

### Part A: Gender

- Male  
 Female

### Part B: Age

- |                                   |                                |  |
|-----------------------------------|--------------------------------|--|
| <input type="checkbox"/> Under 25 | <input type="checkbox"/> 45-49 | <input type="checkbox"/> Do not wish to answer |
| <input type="checkbox"/> 25-29    | <input type="checkbox"/> 50-54 |  |
| <input type="checkbox"/> 30-34    | <input type="checkbox"/> 55-59 |  |
| <input type="checkbox"/> 35-39    | <input type="checkbox"/> 60-64 |  |
| <input type="checkbox"/> 40-44    | <input type="checkbox"/> 65+   |  |

### Part C: National Identity

What do you consider your nationality to be?

- British  
 English  
 Irish  
 Scottish  
 Welsh  
 Other (please specify if you wish)  
 Do not wish to answer

### Part D: Ethnic Background

What is your ethnic background?

#### Asian

- Bangladeshi  
 Indian  
 Pakistani  
 Other Asian background (specify below if you wish)

#### Mixed ethnic background

- Asian and White  
 Black African and White  
 Black Caribbean and White  
 Other mixed ethnic background (specify below if you wish)

**Black**

- African
- Caribbean
- Other Black background (specify below if you wish)

**White**

- Any White background (specify below if you wish)

**Other ethnic background**

- Any other ethnic background (specify below if you wish)

**Chinese**

- Any Chinese background (specify below if you wish)
- Do not wish to answer

Other information you wish to specify

**Part E: Disability monitoring**

The Disability Discrimination Act 1995 (DDA) defines a disabled person as someone with a physical or mental impairment, which has a substantial and long-term adverse effect of at least one year on a person’s ability to carry out normal day-to-day activities.

Do you consider yourself to be disabled as defined in the Disability Discrimination Act?

- Yes
- No

If you are selected for interview will you require any additional arrangements at interview? If so please specify below:

**Part F: Sexual orientation**

Which of the following best describes how you think of yourself?

- Bisexual
- A gay man
- A gay woman / lesbian
- Heterosexual
- Other (please specify)
- Do not wish to answer

**Part G: Religion**

What is your religion?

- No Religion
- Buddhist
- Christian
- Hindu
- Jewish
- Muslim
- Sikh
- Do not wish to answer

- Any other religion (please specify)?

**Please return the completed questionnaire together with your application form. This form will not be disclosed to anyone involved in assessing your application.**