



Private and Confidential

Position Specification

NHS Improvement

Chief Executive

Reference P1707-042L

FINAL

Doc#872085

INTRODUCTION

The NHS faces unprecedented challenges, financial, operational, political and structural. There is no more important time than now to lead and effect change and to make a difference for generations to come. Likewise, there are few roles as crucial as being Chief Executive of the organisation that faces square on to these challenges.

NHS Improvement (NHSI) brings together Monitor and the NHS Trust Development Authority. It oversees NHS trusts and foundation trusts, including acute, ambulance, community and mental health trusts, offering the support these providers need to give patients consistently safe, high quality, compassionate care within local health systems that are financially sustainable. By supporting providers, holding them to account and, where necessary, arranging targeted interventions to improve patient safety and service quality, use of resources, operational performance and leadership, NHS Improvement helps the NHS both to meet immediate challenges and to secure clinically and financially sustainable health services for the future.

NHSI works collaboratively with NHS England and other national bodies to support Sustainability and Transformation Partnerships (STPs) in designing more integrated health and care services that break down traditional sectoral boundaries, and allow more efficient and effective use of health and care resources for local populations. The STPs will become accountable care systems. NHSI is responsible for a major programme of work to improve the operational productivity of NHS providers, leading on patient safety for the NHS, including the National Reporting and Learning Service. NHSI also works to address any leadership issues in the NHS, running a variety of programmes for Chief Executives and others.

Although increasing numbers of trusts are achieving good or outstanding CQC ratings, there remain significant variations in the quality of services within and between trusts. NHSI's role includes managing bespoke interventions for those with the most challenging problems of quality, including those placed in special measures, but also to help trusts embed models of continuous quality improvement that increasingly prevent quality problems of this kind.

NHSI has led a significant programme of work to reduce trust deficits in 2016/17, but the overall sector deficit in 2016/17 is likely to be at least £700 million on overall spend of circa £70 billion – and there are significant variations in the income and expenditure position of individual trusts. NHSI is working with trusts to reduce this deficit – and variations in financial performance – further in 2017/18, with the aim of eliminating the deficit in 2018/19. At the same time, NHSI has a vital role working with NHS England to help balance the overall financial position across the provider and commissioner sectors, as now reflected in the 'system control totals' set for STPs. In extreme cases, NHSI retains the option to place trusts into financial special measures.

The recent Five Year Forward View 'next steps' document sets out the importance (among other objectives) of improving the urgent and emergency care pathway, allowing performance against the four-hour A&E standard to return to 95% by 2018/19; improving mental health services; improving cancer services and outcomes; and continuing action to make the NHS the safest health care system in the world. NHSI, it has a vital role in helping deliver these objectives.

The Five Year Forward View 'next steps' document also highlights the central importance of improving efficiency across the service, enabling the NHS to continue to deliver high-quality care and improve health outcomes during an extended period of heavily constrained growth in NHS funding. NHSI has particular responsibilities for leading work on operational productivity in the trust sector, building on Lord Carter's review, including the 'Getting It Right First Time' programme. It is also working with NHS England to consider bringing together this work with the RightCare programme, which supports commissioners in managing demand in more efficient and effective ways.

POSITION SPECIFICATION

Chief Executive, NHSI

Manifestly not a role for the fainthearted, the Chief Executive of NHSI will need to co-pilot the NHS through a challenging programme of cost reduction and productivity improvement, balanced against the need to improve service quality and patient safety, whilst also championing sustainability and transformation partnerships. This individual will play a vital role in producing more integrated health and care services across traditional boundaries.

The Chief Executive will be part of the senior national leadership team of the English NHS, overseeing the provision of health and healthcare services for over 54 million people. The postholder is directly accountable to the Chairman of NHSI (representing the entities of Monitor and the TDA), and will be expected to work to the direction set out in the Five Year Forward View. The role will involve extensive contact with the Secretary of State for Health and other DH ministers, with the Chief Executives and senior leaders of other national bodies (including NHS England and the CQC), with the leaders of England's c.240 trusts and foundation trusts, and with the leaders of the 44 Sustainability and Transformation Partnerships in England.

This is one of the most senior jobs in the largest fully publicly funded healthcare system in the world. It requires an exceptional individual who can deliver transformational change, within a very complex environment. The role requires an individual of proven integrity, who has the track record to command the confidence and trust of NHS staff, other national health organisations, the Department of Health and Government.

The Chief Executive will need to continue to develop NHSI as an organisation, including its four regional teams and its national functions, as well as strengthening collaboration and joint working with NHS England and other national bodies.

Key responsibilities include:

- Providing strategic and operational leadership and guidance to the Executive Team at NHSI, as the organisation meets the growing challenges of its remit;
- Act as the external face of NHSI and, inter alia, the wider NHS;
- Take overall responsibility for reviewing the performance of all NHS trusts in England;
- Act as a point of liaison with a range of stakeholders, including Ministers, the Department of Health, NHS England, the Care Quality Commission, and others.

Candidate Profile

The Chief Executive will need to be a leader with an unblemished record, deep experience in, and understanding of, the NHS, together with drive, energy and ambition to leave behind an unparalleled legacy. Communication skills and the ability to manage a highly complex stakeholder landscape in a collaborative and galvanising manner, will be vital characteristics for the successful candidate.

Specifically, the ideal candidate will demonstrate the following:

- A substantial track record of leadership gained in an NHS context;
- Substantial experience of stakeholder management in a complex, political environment;
- Some experience of operating on a national scale;
- A reputation for delivering excellence in patient care, with an accent on innovation, delivered in a climate of financial probity;
- First class communication skills.

NHSI is committed to appointing diverse, talented and high-performing individuals and welcomes candidates irrespective of their background.

Appointments are made in keeping with NHSI's commitment to value diversity and promote equality in that there should be equal opportunities for all and no discrimination on the grounds of age, disability, gender, race, religion or sexual orientation, providing individuals meet the required criteria.

Remuneration

A competitive package is offered.

Location

London, with substantial national travel anticipated.

This position specification is not exhaustive. There will be other accountabilities not specified here that would be expected from the Chief Executive of NHSI.

Russell Reynolds Associates has been appointed to assist with this recruitment. If you need further information *about this role*, please contact:

Patrick Johnson | Email: fiona.birkmire@russellreynolds.com

SELECTION AND APPLICATION PROCESS

Selection Process

The Selection Panel for this role will assess applications on merit and will employ open and transparent processes in determining the candidate considered most suitable for this appointment.

Candidates for final interview may be offered the opportunity of an informal discussion with key stakeholders before Final Interview.

NHS Improvement reserves the right to make any offer of appointment conditional on references and satisfactory conclusion of security enquiries.

Composition of the **Selection Panel** to follow.

Appointment timetable to follow.

Application Instructions

The closing date for applications is **Noon, Monday 18 September 2017.**

All applications must include the following:

- The reference number P1707-042L in the subject line.
- A short covering letter of not more than two A4 sized pages explaining why this appointment interests you, your suitability for the role outlining and how you meet the appointment criteria and competencies as detailed in the person specification.
- A current CV with educational and professional qualifications and full employment history, explaining any gaps in your employment history, giving details where applicable, of budgets and numbers of people managed, highlighting relevant achievements in recent posts, together with reasons for absence within the last two years.
- The names of at least two referees who may be contacted at short list stage, i.e. *before* final interview, describing in what capacity and over what period of time they have known you. Referees will not be contacted without your consent.
- Confirmation from you that you are happy for Russell Reynolds Associates or its client to undertake any necessary background checks, including career, regulated health or social care activity where roles involved children or vulnerable adults, credit and qualifications, or similar, post short list stage.
- Notification of any dates you are unable to accommodate within the indicative timetable set out in the previous section.
- 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>

- The completed **Appendix 1** giving your preferred contact details which will be used for all correspondence between us.
- The completed questionnaire contained in **Appendix 2**.

Please submit your full application by email to Responses@RussellReynolds.com.

If you need assistance regarding your application, please email Fiona.Birkmire@RussellReynolds.com

If you cannot apply online, please post applications to:

Russell Reynolds Associates
c/o Fiona Birkmire
P1707-042L (on the envelope)
Almack House
28 King Street
London SW1Y 6QW

APPENDICES

Appendix 1: Personal Details

Surname:	Forename(s):	Title:
Address for correspondence:		
Postcode:		
Contact Telephone Number (including national or international dial codes):		
Mobile Telephone Number:		
E-mail address:		

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)

Chinese

- Any Chinese 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)

- 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)?