



Private and Confidential

# Position Specification

North West London Pathology

Chief Executive

Reference 1707-022L

Final

Doc#868505

## INTRODUCTION

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### Background

North West London Pathology (NWLP) has recently been set up as a Joint Venture owned by three Trusts across North West London: Imperial College Healthcare NHS Trust, Chelsea and Westminster Hospital NHS Foundation Trust, and Hillingdon Hospitals NHS Foundation Trust. NWLP is hosted by Imperial College Healthcare NHS Trust, which itself comprises five hospitals, namely, Charing Cross, Hammersmith, Queen Charlotte's & Chelsea, St Mary's, and Western Eye Hospital.

The pathology service offered by NWLP is one of the largest and most comprehensive in the UK, offering a wide range of diagnostic and clinical support services to GPs across London, as well as to other NHS institutions. Pathology laboratories are situated across all the hospitals in NWLP, although concentrated at the Charing Cross Hospital, which hosts a large and sophisticated automated laboratory, a centralised microbiology laboratory, specialised biochemistry services, a tumour marker laboratory, and a drugs-of-abuse department. Molecular diagnostics services provided at the Hammersmith Hospital. Clinical excellence and continued quality improvement is embedded in Imperial College Healthcare NHS Trust's values and, for over ten years, the Trust and its Partners have maintained full and continuous accreditation, as awarded by Clinical Pathology Accreditation (UK) Ltd.

With an overall value estimated between £2 to £3 billion -- and increasing -- the pathology marketplace in the UK presents attractive opportunities. Increases in the number of consultations at GP practices has put additional demands on the resources available for patient management. NWLP's pathology services are designed and being delivered to meet this rise in numbers. Currently, the NHS as a whole outsources some pathology services to the private sector, or through joint ventures with the private sector, but the reality is that most of these services are provided in-house, on a small scale, and on a fragmented basis. Complexity is growing and pathology services are changing, with greater use of technology and molecular techniques.

Against this backdrop, NWLP brings together neighbouring pathology services into one focused organisation, with a turnover estimated at c. £100 million, and some 850 staff. Over 70 consultant pathologists provide extensive clinical and interpretive advice. More than 500 clinical and biomedical scientists, plus support staff, provide analytical, interpretive and advisory services across NWLP's network of laboratories. Research and development are important elements of NWLP's activities. Working in conjunction with Brunel University, the organisation is developing an MSc programme. Research takes a number of forms, sited across various locations.

It is anticipated that revenue will double over the foreseeable future, and capacity is being increased substantially with investment in new equipment, specifically digital imaging, and artificial intelligence is anticipated to play a major role in the future of pathology services. Changes to the estates are also taking place as part of a transformation programme alongside the installation of new instrumentation. This will involve a programme of serving existing and new contracts with CCGs, and then exploring opportunities further afield, as well as new ways of working, such as postal testing. At some point in the next few years, NWLP will relocate its hub from Charing Cross.

Longer term, NWLP is ambitious to become the leading independent provider of pathology services in the UK, and possibly Europe.

## Structure

From an organisational point of view, the new entity will be an Arm's Length Organisation (ALO) hosted by Imperial College Healthcare NHS Trust and will operate with its own Board. As such, Partner Trusts will effectively have a number of discrete relationships with NWLP.

- As Owner Trust of NWLP, ensuring it meets in financial and operational obligations.
- As customers managing and monitoring the receipt of services from NWLP
- For ICT as Host to the SSO, including the obligations to deliver the pathology services.

### *Operation of the Joint Venture*

NWPL operates under its own Board and Executive Team, who are accountable to the Owner Trust Boards for the operation of the pathology service. The Board of the JV is not a statutory board or a board with delegated authority, but is a mechanism for the exercise of contractual decision-making. Under the Joint Venture Agreement (JVA), NWLP is subsumed within the legal form of ICH. It should be noted that the JVA is drafted in such a way as to allow for the externalisation of NWLP if that is the wish of the Owner Trusts.

As such, NWLP will have its own identity and operating flexibility that will be distinctly different for the way that pathology services are managed as part of each Trust's existing divisional management structure.

### *Governance Principles*

Under the governance arrangements set out in the JVA for the NWLP, the Pathology Board will be responsible for the delivery of pathology services and day-to-day operations. The Board will have an independent chair, executive directors and representatives, whose role are not legal, but fulfil the required function. The management remit of the Board is subject to the Reserved Matters. The membership of the Pathology Board shall be as follows:

- three Representative Owner Trust Members;
- two Representative Members;
- one Independent Chairman; and
- four Executive Members (Managing Director, Clinical Director, Finance Director, Operations Director).

The HR Director will not be part of the Board, but this role will be included in the structure of NWP. There will be five representatives; three representing the Owner Trusts, and two externals bringing independence and transparency to the Pathology Board.

The Clinical Director will have ultimate responsibility for Clinical Governance, but the whole Board will be responsible for effective Clinical Governance.

## POSITION SPECIFICATION

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### The Role

NWLP seeks an outstanding leader to be its Chief Executive, who will be the accountable officer, responsible for statutory compliance with a duty of care for management and delivery of the Pathology Service.

Key accountabilities include:

- Delivering high quality patient care, clinical governance, patient safety, clinical quality, as well as implementing the Cost Improvement Programmes (CIPs).
- Providing leadership, drive and direction to the Joint Venture in the management, development and delivery of pathology services, as the lead member of the Senior Management Team.
- Developing proposals and, subject to Pathology Board approval, implementation of the full business case and Business Plan.
- Ensuring the Joint Venture efficiently delivers safe, effective services in line with agreed contracts and service level agreements.
- Developing positive relationships with a range of stakeholders including CCGs, regulators, the Royal College of Pathologists, and joint venture partners.
- Implementing a business development strategy, developing links with existing and future customers.
- Working to annual objectives as defined and agreed by the Pathology Board.

The Chief Executive will be accountable to the Chair, Kingsley Manning, and to the Board of NWLP for the performance of the organisation. This role represents an excellent opportunity to grow and develop a business over the medium term.

## **Candidate Profile**

The ideal candidate will demonstrate the following:

- Managing and growing a complex healthcare related service (such as pharmaceuticals, imaging, pathology, hospital supplies), including strategic planning, corporate restructuring, financial management, risk management, organisation performance management and service development.
- Understanding of sales and business development, particularly with NHS organisations as major customers.
- Excellent inter-personal, team leadership and communications skills.
- Entrepreneurial flair and commercial nous.
- Ability to set a vision and achieve major strategic objectives.
- Capacity to plan and delivery against high level targets – some of which will be long term.

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

Appointments are made in keeping with a 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**

An attractive salary is offered, plus NHS benefits.

## **Location**

The post will be based at NWLP's headquarters at the Charing Cross Hospital.

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

## SELECTION AND RECRUITMENT PROCESS

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### Selection Process

Imperial College Healthcare NHS Foundation Trust has appointed Russell Reynolds Associates to support the recruitment of a new **Chief Executive for North West London Pathology**.

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.

NWLP reserves the right to make any offer of appointment conditional on references and satisfactory conclusion of security enquiries. The provision of false or misleading information by a candidate who is appointment may be grounds for termination without notice.

The **Selection Panel** will include:

- Kingsley Manning
- [to be advised]

*Indicative timetable*, subject to change:

|                           |                                     |
|---------------------------|-------------------------------------|
| Close advertisement       | Noon, Friday 11 August              |
| <i>Long List Meeting</i>  | <i>Week 18 September</i>            |
| RRA interviews            | Weeks 25 September and 2, 9 October |
| <i>Short List Meeting</i> | <i>Week 16 October</i>              |
| Stakeholder engagement    | Week 23 October                     |
| Final Interviews          | Week 30 October                     |
| Appointment announced     | Target November 2017                |

If you need further information *about this role*, please contact one of the following:

|                 |   |
|-----------------|---|
| Patrick Johnson | Email: <a href="mailto:fiona.birkmire@russellreynolds.com">fiona.birkmire@russellreynolds.com</a> |
| Clare Gumbley   | Email: <a href="mailto:clare.gumbley@russellreynolds.com">clare.gumbley@russellreynolds.com</a>   |

## Application Instructions

The closing date for applications is **Noon, Friday 11 August 2017.**

All applications must include the following:

- The reference number 1707-022L 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 completed **Appendix 1** giving your preferred contact details which will be used for all correspondence between us.
- The completed questionnaire contained in **Appendix 2**.
- 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>

Please submit your full application by email to [Responses@RussellReynolds.com](mailto:Responses@RussellReynolds.com) from which you will receive confirmation of safe receipt within two working days.

If you need assistance regarding your application, please email [Fiona.Birkmire@RussellReynolds.com](mailto:Fiona.Birkmire@RussellReynolds.com)

If you cannot apply online, please post applications to:

Russell Reynolds Associates  
c/o Fiona Birkmire  
1707-022L (on the envelope)  
Almack House  
28 King Street  
London SW1Y 6QW

## APPENDICES

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### 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 dial codes):</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)

**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)?

**This form will not be disclosed to anyone involved in assessing your application.**