



East London
NHS Foundation Trust

Chief Executive Officer

Candidate information pack

April 2024



Welcome

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

Our Board are seeking an innovative, transformational, and motivated individual with great vision, energy and drive to join us in making a sustainable and lasting difference to our populations and to those we provide care for.

As the CEO, you will have overall responsibility for delivering our refreshed Trust strategy through compassionate, inclusive, and inspirational leadership.

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 inequality for staff and those who use our services, and we have continued work towards being an anti-racist organisation.

ELFT has had considerable success in developing new models of integrated care across the system in partnership with other health and social care providers and the CEO will have the ability to take advantage of the opportunities to improve population health, play a leadership role in our systems but also be a relationship builder who understands 'system by default'.

They must be able to champion clinical leadership internally and across organisational boundaries where we are recognised as an exceptional organisation – a place where people want to work and contribute, feel valued and included.

Our Trust was rated 'outstanding' by the CQC for the third time in 2022, and your leadership will be crucial in ensuring we remain a provider of high-quality services in the face of substantive challenges in terms of increasing demand, workforce, and finance.

You will bring personal commitment and emotional resilience to the role and demonstrate sensitivity, kindness, delivery focus, pace and energy, leadership stature and strategic breadth. Ability to influence, persuasiveness and political astuteness will be needed.

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 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 helpful. If your vision for mental health, community health, primary care and social care, ambition for our Trust and commitment to our service users and staff is aligned to our own, and you would like to have an initial conversation, please contact our recruitment partners at Hunter Healthcare via Matthew Simpson at Hunter Healthcare by email: msimpson@hunter-healthcare.com or by phone on 07739 649791.

We very much look forward to hearing from you.

Eileen Taylor
Trust Chair
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

120



COMMUNITY AND
INPATIENT SITES

6,500



PERMANENT
STAFF

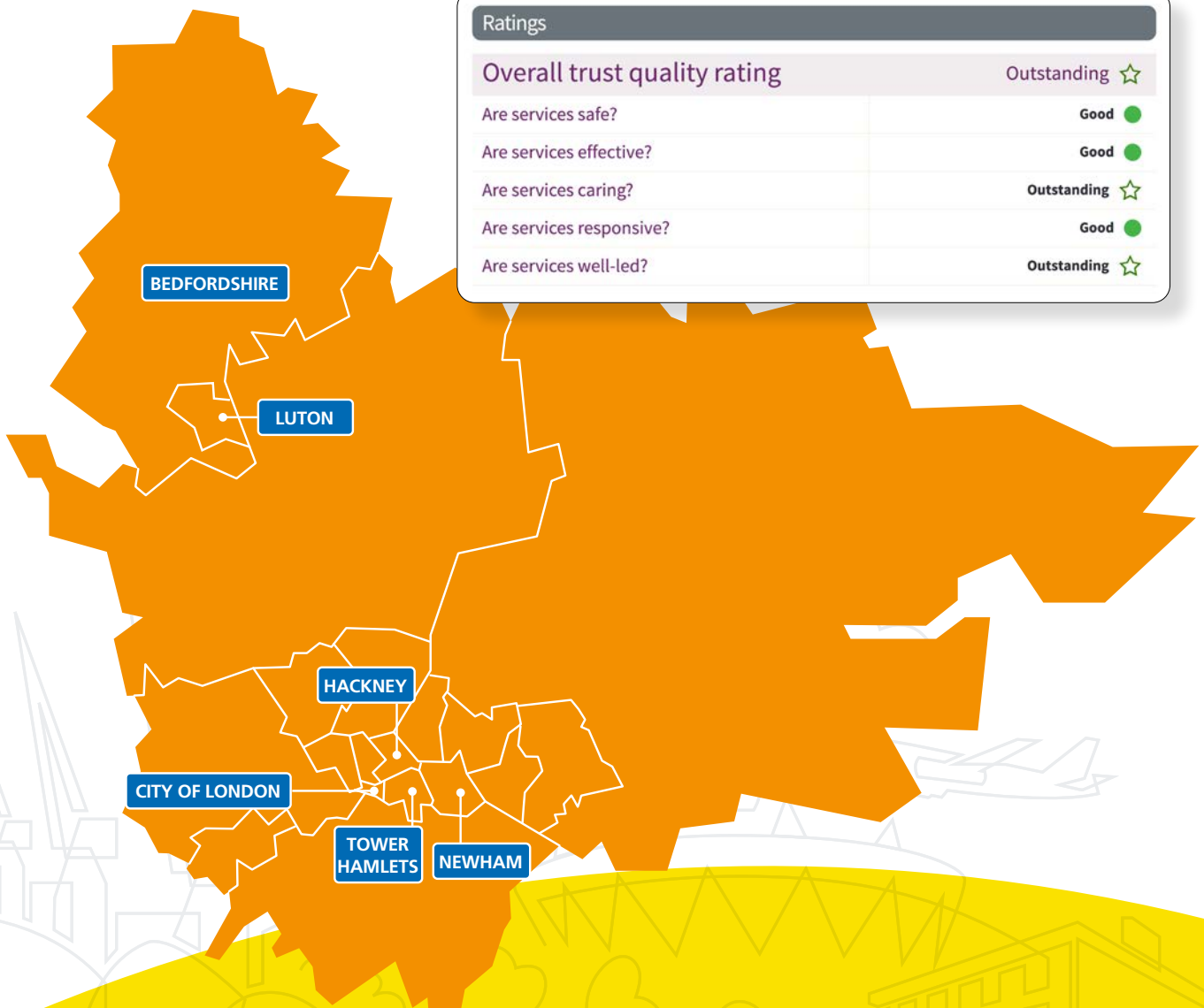
£640M



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

Equality & 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 equality, diversity and the promotion of human rights.

We will ensure equality 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 equality, 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.



Job Description

Job Title:	Chief Executive Officer
Accountable to:	Board of Directors
Reports to:	Chair of the Trust
Key relationships:	Executive team, Trust Board, governors, service users and carers, Integrated Care Systems (ICS), Integrated Care Boards (ICBs), ICS partner organisations and regulators

Job purpose

The Chief Executive (CEO) has the overall responsibility for delivering the Trust's strategy by creating the culture, systems and processes to achieve our mission to improve the quality of life for all we serve and to build a trust that provides high quality mental health, community and primary care services embedded in our integrated care systems so patient care is connected through the place they live in and around their needs.

They will do this through compassionate, inclusive and inspirational leadership, continued focus on quality improvement and clinical leadership, putting service users at the heart of service delivery, as well as by ensuring equity of access, experience and outcomes. They will contribute on an equal footing with their peers in the systems to system leadership as a whole.

Main duties & responsibilities

Patient leadership

- Ensure a collaborative approach to service development which positions patients, service users and carers at the fore, includes co-production and takes into account the needs of key stakeholders – patients and service users, carers, staff, members, our communities, system partners, voluntary sector, local authorities, and regulators
- Lead in a way that provides advocacy for the people who access our services to ensure they are heard and receive equitable services and care

- Relentlessly focus on the needs of our population and communities across Bedfordshire, Luton and North East London and promote a vision for the Trust and wider systems which is clear, inspiring and delivers a sustainable future
- Champion clinical leadership internally and across organisational boundaries, and ensure clinicians are involved with and driving service transformation
- Navigate ambiguity as the agenda and complex networks of competing interests develop to gain the best outcomes for our patients and service users.

People

- Provide compassionate and inclusive leadership and role model behaviours that inspire and empower staff to deliver high quality care
- Lead and develop a strong executive team, and ensure the development of a highly engaged workforce, that is able to deliver and achieve the Trust's strategy
- At ICB level, connect and build strong people practice with partners to benefit the whole workforce
- Develop a culture and practice within which the opinions of service users, carers and staff are embedded in the way of working and are used to improve the Trust's services and, specifically, its service user focus

- Ensure the Trust is an organisation where people want to work, feel valued, included and empowered
- Develop and maintain high-performing, highly motivated and cohesive teams as well as supporting and encouraging clinical leadership throughout the Trust
- Continuously develop the Trust as a values based and model employer which optimises the skills and abilities of the whole workforce, and enables the recruitment and retention of high calibre, kind and caring staff
- Embed a culture that celebrates diversity and inclusion, encourages openness and critical reflection, and enables staff to contribute and meet their potential
- Ensure the Trust delivers a people strategy which supports the implementation and delivery of its objectives, incorporating national and local priorities
- Ensure the Trust is at the forefront of the current national commitment to supporting, engaging and recognising the contribution of its staff, and that sufficient priority and focus is given to the wellbeing and resilience of the Trust's workforce
- In collaboration with system partners, develop and implement people strategies that support the Trust's role as an anchor organisation and ensure a future pipeline of talented leaders and career pathways that support the supply of a world class workforce
- Develop and promote a culture of innovation in which staff are encouraged to initiate new ideas and ways of working and respond positively to change and where improvement is a core part of daily activity

Equality, diversity and inclusion

- Be an inclusive and compassionate leader demonstrating a strong commitment to advancing equality, diversity, and inclusion personally and strategically

- Champion a culture of openness, accountability and equality of opportunity at all levels, supporting colleagues to feel confident to raise concerns, as well as to ensure the opinions of service users, staff and other stakeholders are embedded in the way of working and are used to improve the Trust's services.

Quality improvement

- Ensure a Trust-wide approach to continuous improvement and quality is embedded throughout the Trust and delivering tangible outcomes
- Strengthen the Trust's position as a leader in quality improvement through partnership with the Institute for Health Improvement
- Contribute to and facilitate the Trust's contribution to the wider improvement agenda and initiatives nationally and within the system, at place and through the provider collaboratives as a method of encouraging innovation and leading-edge clinical practice.

Partnerships and systems working

- Develop strong partnerships with key stakeholders in the systems to develop strategies, priorities and plans to ensure improved outcomes and equity of access to mental health, community health and integrated neighbourhood working, including primary care services across the Trust's geographies
- Work collaboratively with key stakeholders to maximise the use of system resources to provide an effective response to the needs of our patients, service users and communities and where appropriate by doing things once
- Collaborate with new and existing partners to design and deliver integrated and cost-effective models of care to support whole system transformation and sustainability ensuring community engagement and co-production to meet future needs

- Collaborate meaningfully with key stakeholders to ensure the Trust fulfils the commitment within its vision to improve the well-being of everyone it serves by delivering services that aspire to be the best in the world
- Ensure that the Trust holds influence at local, regional and national level in the development of health and social care services and of the communities as a whole which it serves to ensure relentless focus on population health outcomes
- Ensure partnership working is integrated at all levels of the Trust, championing strong relationships and identifying opportunities for collaboration
- Build on the Trust's external image to create opportunities to enhance the profile and understanding of the Trust's work, particularly in the area of people participation
- Continue to develop and promote the Trust's capacity for teaching, research and innovation by working in close partnership with universities and other teaching/ research organisations
- Subject to system agreement, continue as Senior Responsible Officer for the North East London Mental Health, Learning Disability and Autism Provider Collaborative
- Lead the Trust on maintaining its status as a high performance provider achieving successful measurable outcomes from the various monitoring and review processes both local and national, regulatory and non-regulatory
- Responsible for the financial performance of the Trust including the delivery of the Trust's financial targets and for effective financial systems being in place to enable the Trust's financial and statutory duties to be met, including to the ICBs
- Ensure performance and development systems are in place to achieve compliance with and, where possible, exceed local and national targets and standards as well as maintaining its improvement trajectory
- Ensure effective and efficient management of resources through the development of key performance indicators relating to service delivery, quality improvement, risk management, workforce, finances and digital transformation to support the Board in evidence-based decision making
- Ensure that clinical quality systems are in place to deliver safe and effective services founded on evidence based best practice
- Ensure the development of a performance management culture which is supportive and motivating, embraces objective setting and values alignment and developing feedback loops at all levels

Board effectiveness

- As Accountable Officer for the Trust ensure the organisation meets its statutory requirements and service obligations as set out in its provider licence
- Together with the Chair, ensure the Trust is well governed and its staff comply with all statutory and regulatory responsibilities placed upon them
- Foster a learning environment and ensure effective mechanisms are in place to capture organisational learning from varied internal and external sources
- Lead the sustainability agenda across the Trust and as a partner in the system and at place to make a difference environmentally, socially and economically.

Person specification

The challenges and opportunities which the Trust and systems face, now and in the future, will require a CEO with sensitivity, kindness, delivery focus, leadership stature and strategic breadth.

Experience

- Significant board level leadership as an executive director (or equivalent) within a large, complex health or social care environment and geographical spread
- Experience of thinking strategically and converting that thinking into building an infrastructure to demonstrate delivery against a population health strategy through measurable population health outcomes
- Demonstrable experience of and a passion for championing patient leadership, people participation and social justice to improve the service user and carer experience, quality of lives and tackling health inequalities
- Experience of successfully championing clinical leadership within and across organisations
- Evidence of successful partnership working, collaboration and system thinking which has led to improvements in population health and maximised opportunities for organisational development and sustainability
- Proven track record of working and engaging effectively across complex social demographics, disparate communities and diverse populations
- Demonstrable experience of driving board effectiveness underpinned by evidence-based decision making, and creating a Board environment that feels accessible to patients, service users, communities, staff and partners
- Significant experience of managing and delivering complex quality improvement, innovation and transformational change programmes in a rapidly changing environment
- Track record of managing organisational development, innovation and service improvement
- Experience of leading and managing culture which enables quality, innovation, collaboration and devolved autonomy, bringing an approach of questioning, listening and learning and with experience of developing new ways of working
- Track record of building high-performing, highly motivated and cohesive teams
- Experience of shaping an open, inclusive and compassionate organisation through setting the right tone at the top, championing diversity and inclusion at, and across, all levels
- Evidence of leading the delivery of safe, effective and good quality sustainable services in a challenging financial climate
- Track record of sound financial management

Knowledge

- Awareness of national health and social care policy and key strategies, and their implications for service delivery within a population health environment
- Demonstrable knowledge and understanding of the needs of a diverse population, links to inequality, and a passion and commitment to addressing these for service users and staff
- Sound knowledge of effective governance and assurance frameworks and processes

Personal qualities

- Compassionate authentic leader and vibrant innovator with strong and effective interpersonal skills and ability to communicate effectively in a diverse range of settings, with political acumen to successfully engage and influence a range of local and national stakeholders

- A passion for people participation and social justice, and a strong personal drive to improve the patient, service user and carer experience and quality of life
- Transparent, open and with high levels of personal integrity, emotional intelligence and kindness and willing to take accountability for decisions and to be reflective as a leader
- Tenacious, driven and resilient
- Ability to create an organisation where people want to work, feel valued and included
- Ability to turn strategy into practical meaningful action
- Ability to identify and prioritise strategic issues and risks, an understanding of how to work flexibly and make things happen within highly regulated environments
- Ability to think creatively and encourage others to be innovative in thinking about their work

Leadership Competency Framework

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	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • 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 **28 April 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 Matt Simpson by email: **msimpson@hunter-healthcare.com** or phone: 07739 649791

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	28 April 2024
Shortlisting	2 May 2024
Stakeholder events	13 May 2024
Panel interview	14 May 2024



East London
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