

Group Chief Executive Vacancy United Lincolnshire Hospitals & Lincolnshire Community Health Services



CONTENTS PAGE

Page No

A Warm Welcome

3 – 4

Background

5 – 7

About LCHS

8 – 15

About ULHT

16 – 19

Job Description

20 – 23

Person Specification

24 – 25

A Warm Welcome

Thank you for your interest in the Group Chief Executive role at Lincolnshire Community Health Services NHS Trust (LCHS) and United Lincolnshire Hospitals NHS Trust (ULHT).

Following extensive consideration about how we can best develop and improve the way NHS providers in Lincolnshire can work better together to improve care for patients, we are delighted to announce the decision that the two NHS providers of physical health care are moving toward a Group model. As the next step in this transformation, we are establishing a Group CEO role across both LCHS and ULHT. The decision to do this was made because our patients, their families and carers have consistently told us that, despite receiving great care from individual NHS services, their care is not always as joined up as it can be, nor is it always designed to best meet their needs. In addition, our clinicians tell us that the way NHS services are currently arranged across the county can be improved to enable them to provide more integrated care to better meet patient needs. We want the people of Lincolnshire to enjoy the highest quality health and wellbeing for themselves, their families and their communities, and we are dedicated to collaborating with them to achieve this aim.

Our joint vision will improve the way in which the NHS Provider Trusts, Lincolnshire's Primary Care Networks and our community partners and stakeholders can come together to deliver integrated care. Improved structures, developed specifically to support each locality in the county, will push more focus and resource towards our preventative and self-care ambitions, supporting people and communities to live better, and stay well for longer.

Over many years the NHS have been working toward the ambition of more care being delivered away from the acute trust and within community, primary care, Voluntary, Community and Social Enterprise sector and Adult Social Care. We are thrilled that in Lincolnshire this is something we have been developing the foundation stones of for some time. We have been clear that this is our vision across the Integrated Care System

(ICS). This has been demonstrated in the growth in both budget and head count to deliver direct patient care. Not only has this impacted our community trust in terms of significant growth in the last two years, but this has been spearheaded by and in partnership with our acute partner. As a system we are dedicated to achieving our financial commitments of a planned deficit of £15.4m for 23/24 and this role is crucial in helping us achieve this.

For the right individual, this role offers a real opportunity to make a significant and positive impact on the provision of care to the benefit of patients, our people and the wider community. We are looking for an individual with the leadership capability to sustain and build on our successes to date, playing their full part in our improvement journey as a leader of the Group arrangements.

The person specification summarises the essential attributes of the individual we are seeking, and we would ask you to consider these carefully before applying. We welcome applications from individuals who can demonstrate a track-record in tackling complex challenges in a collaborative and system-orientated fashion. Above all we wish to assess leadership skills and values as much as professional expertise. This is a key appointment for our patients, our staff, our senior leadership team and our regional health and care system.

If you would like to discuss the role or the recruitment process please contact Joanna Riley, Emma Pickup or Robin Staveley from our recruitment partner GatenbySanderson on 07807 624 332 or visit <https://join-ulht-lchs.co.uk/> for more information. We are planning a recruitment selection process to take place on Tuesday 19th and Wednesday 20th March 2024 and there will be the opportunity to visit both Trusts and meet key stakeholders before the formal processes take place.

Elaine Baylis QPM
Group Chair
United Lincolnshire Hospitals NHS Trust
& Lincolnshire Community Health Services NHS Trust

Background

Our Group is situated in the beautiful county of Lincolnshire, serving a population of more than 750,000 people. Lincolnshire is such a wonderful place to live and work with many opportunities to grow and develop as well as spend time on hobbies, activities and taking in local historic sites. Find out more on the [Visit Lincolnshire website](#).

Our Group provides community, acute and specialist services to people in Lincolnshire and neighbouring counties. Our 2023/24 Group annual income is c£874m, and we employ approximately 11,000 WTE staff.

We provide services at Lincoln County Hospital, Grantham and District Hospital and Pilgrim Hospital, Boston, as well as running services from community hospital sites across Lincolnshire. ULHT is one of the biggest acute hospital trusts in England.

We are looking for an inspirational leader to move our Group into the next phase of integration. We recognise that outstanding care can only be delivered through our people working to co-design services with our population.

The successful candidate will not only have the skills to drive forward this partnership but also take pride in areas where we have had some amazing success stories. These include:

- Virtual Wards in Complex neurology, cardiology, respiratory and frailty with a palliative and end-of-life virtual ward planned for implementation
- Grantham Acute Services Review
- Community Cardiology service
- Frailty Pathway
- Discharge and flow including rapidly establishing new Discharge to Assess and Urgent Community Response services
- A shared Chair across LCHS and ULHT from 2018-2023
- Shared Director of Nursing, AHPs and Quality
- Shared Services including Estates, Procurement, Communications and Engagement

- Equality, Diversity and Inclusion including a focus on supporting the Armed Forces Covenant, carer's passport, and allyship
- The Lincolnshire People Plan
- Investment in leadership and culture
- Work to embed approaches including population health management, personalisation and addressing health inequalities.

Our combined organisations make up some of the most complex NHS organisations in the country, with multiple sites across a predominantly rural and coastal location. In common with many NHS organisations, we are faced with growing demand for our services at a time when our models of care and our estates are stretched, we face ongoing staff recruitment and retention challenges. However, we take extraordinary pride in building working environments where staff feel valued, cared for and part of a team. We are delighted this can be seen within the latest National Staff Survey results showing sustained and improved scores from both organisations.

As an indication of our intent to work in a properly integrated way, the NHS Lincolnshire Integrated Care Board (ICB) Executive Team have recently approved a new Urgent Treatment Centre and integrated community/acute medical service at Grantham and District Hospital. All aspects of the Integrated Community/Acute Medicine Service will be delivered through a collaboration between LCHS and ULHT. This means we will retain a local team with local knowledge for both services.

This is just one example of many transformation projects that will require a strong leader who is willing to put themselves and the Trusts at the centre of arrangements for health and care provision in Lincolnshire ultimately making a positive difference to our patients.

With this in mind the ambition is to:

- Deliver the highest quality and sustainable services to our patients.
- Play our part in delivering locally the national NHS agenda around health inequalities, population health management and delivering care closer to home. Continue to work closely with local government, further and higher education, the voluntary sector and the independent sector.

Play our part as “Anchor Institutions” within our localities, maximising our role in delivering improved health and wellbeing, economic regeneration, local and regional innovation and increased levels of local employment.

- Maximise the potential of partnerships for education, research and innovation.
- Maximise the skills and strength of our workforce:
 - Sharing resources
 - Developing local where possible
 - Improving training and development opportunities for all staff.
- Implement integrated pathways of care across community and primary care reducing reliance on hospital services and providing services closer to or at home for our patients.
- Reduce inequalities of provision and access across our local communities.
- Make increased use of technology to support self-help, prevention, early intervention, remote diagnosis and treatment where appropriate.
- Ensure that our infrastructure maximises the use of technology in service delivery including use of robotics and Artificial Intelligence.

About LCHS

Our purpose is described as “Great care, close to home”.

At LCHS, we pride ourselves on our values, ‘The LCHS Way’. Creating the right environment for our staff to support them in giving our patients the best care possible is very important to our Board. This means that we are committed to finding the right people to create the conditions where people can achieve:

- **We listen:** we engage with everyone we work with | we are united | we are always positive
- **We care:** everyone is valued, respected and developed | knowledge and skills are nurtured | success is celebrated
- **We act:** clear goals and the right resources | freedom coupled with accountability | emphasis on simplicity
- **We improve:** we are creative, resourceful and innovative | integration & collaboration is the way forward | we are always striving to do better

Our Strategic Aims for 2023/24 are:

1. Provide safe, high quality, population healthcare.
2. Deliver personalised community health services that are accessible and responsive.
3. Build a productive, capable and inclusive workforce.
4. Ensure healthcare is financially sustainable, making best use of resources.
5. Collaborate to play an active role in the Lincolnshire ICS.

Our Clinical Strategy 2023-28 has three main themes:

- Theme 1: Work with health and care partners to ensure care closer to home:
We will ensure accessible, integrated and responsive care.
- Theme 2: People are at the centre of everything we do: We will work with people to enable them to live their best lives from birth to the end of life.

- Theme 3: Support people to live well in their communities for longer. We will work with people and health and care partners to build strong and supportive communities.

LCHS is the main provider of community healthcare services to the people of Lincolnshire, with a passion and commitment to deliver outstanding community health care to the population of Lincolnshire. We care for thousands of patients every day, in partnership with our other health and social care providers, to deliver joined-up care in community settings. We were rated as 'Outstanding' by the CQC in 2018.

We are a people business. We employ great people to do great things for other people's loved ones. We believe that if our people feel valued, engaged, have voice, are fulfilled and connected to their work, patients will receive fantastic care.

At LCHS, we know diversity fosters creativity and innovation. We are committed to equality of opportunity, to being fair and inclusive, and to being a place where all belong. We therefore particularly encourage applications from candidates who are likely to be underrepresented in LCHS' workforce.

Our skilled workforce, with a head count of c. 2,300 substantive and bank staff including nurses, allied health professionals, public health professionals, medics, and GPs as well as our growing 'army' of volunteers, has around 1 million contacts per year with our patients across a broad range of services in 64 community settings as well as people's homes. Our people are specialists in prevention, case management, risk management and appropriate discharge.

We deliver a diverse portfolio of community healthcare services, ensuring patients receive care close to home and often avoiding the need to be admitted to an acute hospital including:

- Community nursing, a core and essential service provided by LCHS for the people of Lincolnshire, providing support to people with long term conditions, frailty, and those at the end of life. They work closely with a range of professionals from other agencies including Primary Care Networks as part of Neighbourhood Teams, providing integrated care for patients to meet local needs closer to home.
- Specialist nursing services including respiratory and pulmonary rehab, diabetes, bladder and bowel, skin integrity, lymphoedema, heart failure, cardiac rehab, Parkinson's, TB and Electronic assistive technology service (EATS).
- Palliative and end of life services including the palliative single point of access.
- Four community hospitals in Louth, Skegness, Gainsborough and Spalding providing services including inpatient rehab, palliative care, theatre services and outpatient clinics as well as nursing services to Butterfly Hospice in Boston
- Integrated urgent and emergency care services including our award-winning Clinical Assessment Service (CAS), Urgent Treatment Centres (UTCs) at Boston, Gainsborough, Louth, Lincoln, Skegness, and Spalding, and out of hours services at Grantham and Stamford. We have added a number of new services since 2022 including Urgent Community Response, Discharge to Assess, and Virtual Wards in frailty, cardiology and respiratory. LCHS has on average double the attendances of ULHT's type 1 attendances (including Out of Hours services and CAS).
- Transitional care reablement services to bridge the gap between hospital and home and to maximise recovery and promote independence in partnership with providers including Age UK.
- Adult therapy services including musculoskeletal (MSK) physiotherapy, adult speech and language therapy, community stroke services, community physio and occupational therapy. and podiatry service
- Integrated sexual health and contraceptive health, rated outstanding by our commissioner.

- Children's and young people's services including immunisation and vaccination services, children's therapy services, and children in care (previously known as looked after children)
- Our Operations Centre was opened in December 2016 and provides a 24/7 multi-disciplinary team for LCHS
- Safeguarding services for both children and adults

LCHS has an annual income of c. £133.9m. The services we deliver are commissioned by organisations including NHS Lincolnshire Integrated Care Board (ICB), Lincolnshire County Council (LCC) and NHS England (NHSE). We pride ourselves on our effective use of resources and again delivered a surplus in 2022/23. LCHS is rated NOF 1 by NHSE. The Trust's 2021/22 National Cost Collection Index (NCCI) score of 94 represents a £5.8M saving for the Lincolnshire system compared to national average costs and our NHSE Corporate Benchmarking for 2021/22 is the 5th most efficient of the 15 Community Trusts, representing a £1.23M saving for the Lincolnshire system

Our progress and achievements:

What can you expect from us?

We have many exciting and innovative programmes and initiatives that are ongoing, helping us to deliver our strategic aims and objectives to deliver 'Great care, close to home' and the NHS People Promise.

Our people:

- In the last year we have experienced several changes to our Board, welcoming a new medical director, chief operating officer, director of nursing, AHPs and quality, and interim Group CEO. We also welcomed new non-executive directors including a new interim chair. The changes in executive roles bring an increased executive

oversight and leadership to areas of patient safety and quality governance as well as nursing and AHP professional practice. Shared board-level roles are supporting the transition to the group model with ULHT.

- The Board has continued to prioritise equality, diversity, and inclusion work with LCHS staff networks including participating in events such as LGBTQ+ History Month, Black History Month, International Women's Day, and UK Disability History Month. Our executives also sponsor many of our Staff Networks
- We recognise the value of having apprentices in our workforce as a route to fresh new talent and developing our existing workforce. We not only employ apprentices at entry level, but we also offer ongoing apprenticeship training for staff at all levels. Around 10% of our workforce is on an apprenticeship and nearly 90% of staff have remained employed after completing an apprenticeship in the last seven years.
- As one of only three Apprenticeship Centre in the East Midlands, we are proud that our Apprenticeship Centre is rated 'Good' by Ofsted main provider status by the Education and Skills Funding Agency (ESFA) enables LCHS to deliver apprenticeships to our own staff as well as any other employer.
- In addition to this we have also reaccredited the Department of Education Matrix Standard. This further demonstrates our ambitions for working across our county as an Anchor Institute.
- Our Volunteering Service is flourishing with 54 active volunteers. In 2022 our volunteers provided almost 2,500 hours of support to our services. Several volunteers have achieved the National Volunteering Certificate for completing over 100 hours of volunteering.
- LCHS is piloting the NHS Volunteer to Career project, supporting people who are experiencing barriers to applying for roles through traditional routes.
- LCHS is a People Promise Exemplar site which is working towards improving retention in Nursing and improving the working experience for our people by improving the conditions in which people work.
- LCHS remains in the upper quartile for staff engagement score, posting 9th in the country for National Quarterly pulse survey in Q1 and 3rd across all community trusts.

- In 2022 we developed an innovative partnership with the Kerala State Government in India to recruit 40 nurses and AHPs. Kerala has one of the highest standards of health and care in India and intentionally trains a surplus of health and care professionals recognising that a significant number leave to work overseas. In June, seven new colleagues (five physiotherapists, an occupational therapist and a nurse) started work in their clinical roles, initially in our community hospitals.
- We have a comprehensive range of health and well-being offers across mental health, physical, emotional and financial support. We have a dedicated team of trained Mental Health First Aid (MHFA) support and an excellent Employee Assistance Programme (EAP).
- Staff turnover is well within the 15% target and the vacancy rate is comfortably within the 8% target.

Our services:

- LCHS has led the Care Closer to Home programme which enables those with complex care needs, or who have multiple medical conditions or are frail, to live healthy and independent lives at home or in a place they call home and out of the hospital wherever possible. LCHS has rapidly implemented several new nationally mandated services including:
 - Complex neurology, cardiology, respiratory and frailty virtual wards with a palliative and end-of-life virtual ward planned for implementation.
 - 'Winter' initiatives which helped to create additional bed capacity.
 - Discharge initiatives to support flow such as Discharge to Assess.
 - Urgent Community Response (UCR) which continues to deliver its 97% referral to treatment compliance against the 2-hour target.
- LCHS has driven personalised care for Lincolnshire so that people have choice and control over the way their care is planned and delivered.
- In April our Skegness and Mablethorpe Community Nursing Teams ensured LCHS became one of six test and evaluation sites in the Transforming Wound Care

Programme in collaboration with the National Wound Care Strategy Programme and the East Midlands Academic Health Science Network (EMAHSN).

- LCHS became the main provider of supporting and co-ordinating all pressure damage in Lincolnshire. Our proposal for new ways of working in pressure damage, co-created with partners, has been endorsed as the first Lincolnshire Quality Group system safety priority.
- Last year the trust retained lead provider status for mass vaccination services across the county; Lincolnshire was ranked in the top three systems nationally for all pathways and programmes of vaccination.
- In 2023 we started work on a new and improved environment for Scotter Ward in John Coupland Hospital in Gainsborough. The ward is receiving £3.5m upgrades to provide a modern and improved environment for patients and staff.
- LCHS is driving digital innovation in the county to improve access to services including different ways of getting advice and treatment including such as telephone-based or virtual, matched to the patient's individual needs.

Our partnerships:

- There is a long history of joint working in Lincolnshire between the NHS, primary care, local authority, social care, voluntary, community and social enterprise sector partnerships, housing, and children's services, to address factors that determine health and to seek to reduce demand on healthcare services in a more preventative and proactive manner. We work closely with our partners as part of the 'Better Lives Lincolnshire' Integrated Care System (ICS).
- Our Apprenticeship Centre delivers health and social care apprenticeships to Primary Care our partners including a new General Practice Assistant role to reduce the administration and basic clinical procedures that take up GP time in practice.
- Delivery of the Integrated Care programme including Integrated Community Nursing. Three pilot sites in Boston, South Lincoln, and First Coastal Primary Care Network (PCN) are exploring new templates for working for improve joined up care in the

community. The learning and evaluation of the pilot sites will be used to inform future models of working across the county.

Further reading:

- [Our Services](#)
- [2022/23 Annual Report](#)
- [Join Us](#)
- [CQC](#)
- [National Preceptorship Quality Mark - NHS England](#)

About ULHT

At ULHT we have a vision statement – “Outstanding Care Personally Delivered” – stating our ambition for our Trust to be among the best. In the last few years, we have made significant progress and, in spite of challenges brought about by the COVID-19 pandemic and increases in demand on our services, we have many achievements to be proud of.

Our values guide everything we do. They are:

- **Patient-centred** – Putting patients at the heart of everything we do, listening and responding to their needs and wishes.
- **Safety** – Following ULHT and professional guidelines. Speaking up to make sure patients and staff are safe from harm.
- **Excellence** – Striving to be the best that we can be. Innovating and learning from others.
- **Compassion** – Caring for patients and their loved ones in ways we would want for our friends and family.
- **Respect** – Behaving and using language that demonstrates respect and courtesy to others. Zero tolerance to bullying, inequality, prejudice and discrimination.

Our Integrated Improvement Plan objectives for 2023/24 are:

- **Our patient objectives** – by 2025, we will deliver high quality, safe and responsive services, shaped by best practice and our communities.
- **Our people objectives** – by 2025, we will enable our people to lead, work differently, and feel valued, motivated and proud to work at ULHT.
- **Our services objectives** – by 2025, we will ensure that services are sustainable, supported by technology and delivered from an improved estate
- **Our partners objectives** – by 2025, we will implement new integrated models care with our partners to improve Lincolnshire’s health and wellbeing

Our five-year Integrated Improvement Plan (IIP) setting out how we will achieve our strategic objectives, for patients, services, people and partners, recognising that our future success depends on our ability to ensure the Lincolnshire healthcare system is successful in achieving its ambition to help people live healthier lives and provide care

closer to where people live.

Our Trust Board has recently approved year four of this plan. The NHS Lincolnshire Integrated Care Board (ICB) Executive Team recently approved an Urgent Treatment Centre and integrated community/acute medical service at Grantham and District Hospital. All aspects of the Integrated Community/Acute Medicine Service are now delivered through a collaboration between LCHS and ULHT. This means we retain a local team with local knowledge for both services.

Our Clinical strategy is currently under review.

Our latest CQC inspection report published in February 2022 increased our ratings for being effective and well-led from 'Requires Improvement' to 'Good'. The CQC commended the widespread improvements at the Trust. As a result of these improvements, the Trust was removed from 'special measures' in March 2022.

This is in recognition of the huge amount of work that our amazing staff have done to improve the quality of care for our patients in recent years, our improved monetary management arrangements and demonstrates the progress we have made as an organisation.

IIP strategic objectives (Patients, People, Services, Partners) so that we reflect ULHT priorities in the same way LCHS. Also mention that our clinical strategy is under review

Our progress and achievements:

What can you expect from us?

We have many exciting and innovative programmes and initiatives that are ongoing, helping us to deliver our strategic aims and objectives to deliver 'Outstanding care personally delivered' and the NHS People Promise.

Our People:

- We have very active staff networks supporting colleagues across the Trust. These include our Armed Forces Staff Network, our Pride+ Staff Network, our Women's Staff Network, Our Carers' Staff Network, our REACH Staff Network (originally launched as the BAME Staff Equality Network) and our MAPLE Staff Network for colleagues with Mental and Physical Lived Experience.
- Our neonatal team has been awarded a Certificate of Commitment in its first step towards gaining recognition from the UK Committee for UNICEF (UNICEF UK) Baby Friendly Initiative (BFI). This builds on the success of our maternity services which are stage 2 BFI accredited.
- We are very proud to have signed the Armed Forces Covenant and to have been revalidated for our silver award and in the process of awaiting the application for Gold accreditation.
- We have also taken a stand against racist behaviour with the launch of an anti-racism campaign and strategy, with our EDI action plan receiving a 'Good' rating from NHS Employers.
- We also have an award-winning Patient Experience Team who have been recognised nationally and epitomise our mission to provide outstanding care personally delivered to the people of Lincolnshire.
- The 2022 National Staff Survey identified the Trust as being the second most improved Acute trust in the Country.
- Clean registration with the CQC (no conditions or warning notices) – the first time in several years.
- Implementation and roll out of the National Culture and Leadership Programme including the formation of a Leading Together Forum.
- People Promise exemplar site with year one complete moving into year two which has been nationally recognised for the positive impact this programme has made on retention.
- For the first time in at least two years our vacancy position sits at its lowest percentage with an ambition to get to 4% trust wide by the end of the financial year.

Our Services:

- We are undertaking multi million pound investments to transform our hospitals in Lincoln, Boston and Grantham. The following projects are in addition to an

ongoing extensive ward improvement programme, which will ensure that we can not only meet the needs of patients and staff now, but also in the future:

- We are about to launch the final phase of a £10 million project at Lincoln County Hospital which has seen the addition of an Urgent Treatment Centre and a new resuscitation department.
- Work on transforming the Emergency Department at Pilgrim Hospital, Boston is underway. This £46m development will see the department more than treble in size and include state-of-the-art innovations and infection prevention control measures, have more cubicles to treat patients and a bigger resuscitation zone for the sickest patients. It will also include separate areas dedicated to providing emergency care for the hospital's youngest patients and their families and additional treatment rooms for mental health patients.
- We have invested £5.3 million in two new state-of-the-art theatres at Grantham and District Hospital. The modular building also includes the associated preparation rooms, utility facilities and a six-bed recovery bay. The hospital has also been named as one of eight surgical hubs nationally to be awarded accreditation for high standards in clinical and operational practice.
- A multi-million pound investment in Lincoln led to the opening of a state of the art Respiratory Support Unit (RSU) in-line with GIRFT (Getting It Right First Time) recommendations and the British Thoracic Society Standards, ensuring patients of Lincolnshire are receiving the best possible respiratory care.
- Our new £1 million pharmaceutical aseptic unit is making lifesaving chemotherapy, intravenous nutrition and other ready-made injectable medicines, for the sickest patients in the county's hospitals.
- The first of the Community Diagnostic Centres in Lincolnshire, run by ULHT, has been opened in Grantham. Plans are underway for centres to be opened in other locations in the county.
- We have a world-class heart centre at Lincoln County Hospital which is not only saving thousands of lives each year but is also sharing its best practices with centres across the world and helping with NICE guidelines.
- A £3.2 million investment in robotic surgery means hundreds of patients are now able to have their surgery closer to home every year.

Our Partnerships:

- We continue to welcome medical students from the new Lincoln Medical School.
- A pioneering end-of-life 'hospice in a hospital' is embedded into Grantham and District Hospital.
- We have clinical research facilities at Lincoln and Boston which complement our Trust wide research to ensure our communities can access innovative, as well as safe, responsive care.

Further reading:

- [ULHT Annual Reports and plans](#)
- [Board meetings](#)
- [CQC](#)
- [Latest news](#)
- [Innovations and enhancements at ULHT](#)
- [Trust website](#)
- [ULHT careers](#)

Job Description

Group Chief CEO Role

Grade

Very Senior Manager (VSM)

Accountability

The postholder is accountable to the Board of Directors of LCHS and ULHT through a primary reporting relationship to the Group Chair.

Purpose of the Role

- To be responsible for the strategic leadership and operational management of both LCHS and ULHT.
- To be the accountable officer for all aspects of the performance of both organisations particularly around quality and safety, performance and finance.
- To lead the ongoing development of the LCHS/ULHT Group, in particular:
 - the effective strategic development of the Group and both constituent organisations so that the benefits of the Group are realised;
 - the delivery of key associated projects;
 - the shaping and implementation of an appropriate Executive management structure;
 - the development, implementation, embedding and ongoing review of a revised and streamlined but robust governance framework in support of the Group model;
 - the development of strong stakeholder relationships and engagement both internal and external to the organisation.

Strategy & Leadership

- In conjunction with the Boards of Directors of both organisations ensure that the Group strategic direction and vision is developed, promoted and translated into

a set of clear objectives and priorities which are supported by a clear delivery plan. Communicate the Group's strategic direction and priorities, internally and externally.

- Ensure that the Group strategic direction takes account of the needs of key stakeholders including the requirements in respect of collaboration and integration.
- Be a leader and collaborator in the Integrated Care System (ICS) helping to deliver system wide change and enhancing the role of the Group and both organisations.
- Lead and / or be an active member of the Acute and Primary Care Services and Place based Collaboratives.
- Develop a culture where the opinions of patients and staff are welcomed and are used to improve services.
- Promote and conduct the affairs of both organisations with the highest standards of integrity, probity and corporate governance.
- Maintain and enhance the reputation and profile of both organisations through the ongoing assessment and management of strategic and reputational risk.
- Lead the Group's relationships with its stakeholders, enhancing the reputation of both Trusts for collaboration, system leadership and innovation.
- Lead the Group working in conjunction with Lincoln University to gain University Teaching status.

Governance & Regulatory Compliance

- Ensure that both organisations continue to meet all relevant statutory requirements and obligations by ensuring the Group governance framework and associated structures and processes (including the identification, assessment and management of risk) are 'fit for purpose'.
- Work with the Group Chair and Trust Secretary to operate the Boards of both organisations effectively and efficiently.

- Ensure the provision of accurate and timely information to the Boards for both organisations and to support informed decision making.

Patient Care and Quality

- Deliver a Restorative Just and Learning Culture and support structures, systems and processes that ensure consistently high-quality provision and continuous improvement, with a focus on improving patient outcomes and experience.
- Drive improvements in quality in patient care through a fully embedded safety culture.

People

- Lead both organisations and be a role model for inclusive, compassionate and empowering leadership behaviour.
- Lead, inspire, develop and motivate the Executive Team(s).
- Secure the leadership capacity and capability to deliver quality, performance and major projects within the available finances whilst bringing their teams along with them.
- Create a culture that is open, inclusive and effective, is applied consistently in all parts of both organisations, and where diversity is celebrated.
- Drive fairness and excellence in how both organisations recruit, retain, support and develop staff.
- Ensure that there are arrangements in place which support the health & safety and well-being of staff.
- Ensure effective staff communication processes are in place to facilitate understanding and engagement across both organisations.

Finance and Performance

- Ensure delivery of all relevant financial, quality and performance standards across both organisations to include:

- the development and agreement of Group Key Performance Indicators (KPIs);
 - development of a performance management culture which is supportive and motivating but which 'holds to account' for the delivery of agreed priorities and objectives.
- Negotiate with other local system leaders, partner Trusts, regional and national bodies to secure the necessary financial resources for both organisations.
- Lead the Executive Team(s) in balancing financial, strategic and operational constraints across both organisations whilst continuing to maintain the highest standards of quality and safety and lead the group organisation out of Financial Special measures within the financial year.

Research and Education

- Collaborate with academic partners, as appropriate, to foster high-quality education, research, training and innovation throughout both organisations.

Person Specification

Core requirements

The postholder will be fully compliant with the 'Fit and Proper Persons' requirements and will undertake the relevant DBS check.

Experience

- Chief Executive / Deputy Chief Executive or equivalent executive level / board experience
- Proven track record of delivery within a large, complex organisation.
- Managing large, complex budgets.
- Leading and delivering significant, largescale transformational change.
- Building and leading a successful, effective, and cohesive Executive Team.
- Recognised history of developing and maintaining effective relationships with stakeholders – internally and externally and a proven ability to network at all levels.
- Successfully addressing diversity and inclusion challenges to ensure improvement within an organisation.
- Successfully leading or being part of a team leading improvements to address health inequalities.

Knowledge

- Excellent knowledge of NHS, current Government policies and change programmes.
- Excellent understanding of the governance requirements affecting NHS Acute and Community Trusts.
- Excellent understanding of the NHS regulatory regime.
- Knowledge of how major investment programmes are managed in the NHS.

Skills

- Innovative, entrepreneurial, and politically astute with strong commercial acumen.
- Exceptional communication, interpersonal, negotiating and influencing skills.
- Ability to inspire, motivate and support staff.

- A public facing individual who is able to represent the joint organisation with any given form of media platform.
- Ability to think and act strategically but with a strong attention to detail where required.
- Sound knowledge of or the ability to quickly develop a sound knowledge of the local health community and the specific requirements for the population served by LCHS and ULHT.
- Ability to build effective relationships with a range of internal and external stakeholders on a local and regional footing.
- Ability to create an environment that encourages and enables clinically led challenge and involvement in the development of clinical services and improvements.
- Demonstrable people and leadership skills with significant evidence of a flexible leadership style.
- Holds others to account for agreed performance targets and demonstrates strength of resolve to accept accountability for decisions taken.
- Ability to deal with difficult or challenging behaviours and conflict.
- Ability to create the impetus to move progress and improvement made to date to the next level.

Personal Attributes

- Team player
- Leads by example
- Approachable
- Resilient
- Personal integrity
- Committed to openness and transparency
- Enthusiastic
- Long term commitment to the role
- Visibility
- Great communicator
- Values driven