



**Central London  
Community Healthcare**  
NHS Trust

Executive Director of Strategy,  
Partnerships and Integration  
Candidate information pack

October 2023

Reference: ZAWLE



# Welcome

Dear colleague,

Over the last few years, so much has changed in the way we provide healthcare and the way in which the NHS is perceived by the people we serve. We are very proud of our workforce who continue to deliver high-quality care across London and Hertfordshire. This pride in our work and the amazing people we have at Central London Community Healthcare (CLCH) has helped us address the many challenges we face. Whatever their role, wherever they work – every single one of our 4,600+ colleagues play an outstanding role in delivering high quality care to our communities.



The Trust's work supporting patients at every stage: from health visiting for newborns, community nursing, stroke rehabilitation and palliative care means that joined-up and truly integrated working is central to ensuring effective and safe delivery of services. This is central to the Trust's Strategic Direction 2020-2025 which set out four core themes around leading in local systems; achieving integration of services as local partners; putting collective CLCH expertise to work; and ensuring a sustainable future. Our underlying goal is to deliver successful integrated services for families, children and adults because collaboration is key to providing holistic care in the community.

In this overall context, our new Executive Director of Strategy, Partnerships and Integration will be at the forefront of providing leadership to further drive, both across our organisation, the ICSs and wider healthcare sector, and improvements for our patients and communities. They will lead the development and implementation of the organisational strategy in relation to collaboration, partnerships and integration, enabling the Trust to respond effectively to the delivery of the ambitions of the ICSs and places we work, maximising the delivery of joined up, high quality health and care. The opportunity to really transform our approach to collaboration and integration with other health, social care, independent and voluntary sector partners is so important, and this role will be at the heart of leading that transformational change.

You will be central to identifying, building and strengthening our key strategic partnerships and relationships, as well as identifying and driving through new opportunities for further integration of community and primary care services; ensuring we meet the challenges of both today and the future, whilst ensuring we maintain our commitment to delivering the best care for the communities we serve.

We firmly believe our trust belongs to our people – both the people we care for and the people who work here. Our people are our most valued asset and the best resource we have to deliver all that is required of us. They shoulder enormous responsibility for the lives of patients and their working life must reflect this; they should be trusted, have compassionate leadership and be duly recognised for their contribution. We want everyone to feel included and supported.

If you have a track record in delivering service innovation, working at scale, delivering high quality performance and strategic partnership working, and have what it takes to make a difference for our people and the communities we serve; we would love to hear from you.

Best Wishes,  
James Benson, Chief Executive

## Who we are

Central London Community Healthcare NHS Trust (CLCH) was established in 2008 as a community services provider and is one of the largest community healthcare organisations in London and Hertfordshire. We provide our services to diverse communities in 11 London Boroughs - Barnet, Brent, Ealing, Hammersmith & Fulham, Harrow, Hounslow, Kensington and Chelsea, Merton, Richmond, Wandsworth, Westminster - and Hertfordshire. Over 4,600 of our staff care for more than 4.1m million patients, helping them to stay well, manage their own health and avoid unnecessary trips to, or long stays in, hospital. Every day, our professionals provide high-quality healthcare in people's homes and local clinics helping them to:

- Stay well
- Manage their own health with the right support
- Avoid unnecessary trips to, or long stays in, hospital

We are rated Good by the Care Quality Commission and are ranked among the top NHS employers. Community healthcare is our focus and our passion. We champion the role of community health professionals to make sure our patients get great care closer to home.

We provide a breadth of community health services, encompassing:

- Adult community nursing including district nursing, community matrons and case management
- Children and family services including health visiting, school nursing, community nursing, speech and language therapy, blood disorders and occupational therapy
- End of life care supporting people to make decisions and receive the care they need at the end of their lives
- Long-term condition management supporting people with complex ongoing health needs caused by disability or chronic illness
- Rehabilitation, neuro-rehabilitation and therapies including physiotherapy, occupational therapy, foot care, and speech and language therapy
- Specialist services including delivering care for people living with diabetes, heart conditions, Parkinson's, homeless health services, community dental services, sexual health and contraceptive services
- Walk-in and urgent care centres providing care for people with minor illnesses and injuries and providing a range of health advice and information.

See:

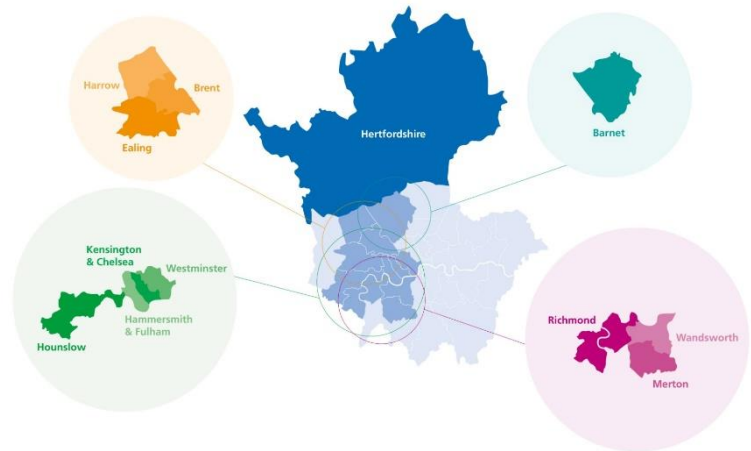
- Our website [here](#).
- 2023 Annual Review Magazine [here](#).
- Our Strategic Direction 2020-2025: [here](#).



## Where we work

CLCH delivers a range of community healthcare services across 11 London boroughs and Hertfordshire. Across these areas, we operate in 4 integrated care systems (ICS): North Central London, North West London, South West London, and Hertfordshire and West Essex.

We are an active partner in all our geographies, supporting the planned establishment of ICSs as statutory organisations and working to integrate services locally at Place.



Our focus is on building effective long-term partnerships within our 4 ICS areas and working with others to constantly improve the quality of care for our residents.

## Our vision, values and behaviours

Our vision is to provide great care closer to home. We have four core values and linked behaviours we aim to meet at all times when working with patients, partners and colleagues:

### Our values and behaviours:

#### QUALITY:

**We put quality at the heart of everything we do.**

1. I take responsibility for the standard and outcomes of my work
2. I provide services which are safe, effective and deliver a good experience
3. I use best practice and feedback to innovate and constantly improve my service

#### RELATIONSHIPS:

**We value our relationships with others.**

1. I work collaboratively and in partnership
2. I am caring compassionate and kind
3. I support the development of skills talents and abilities

#### DELIVERY:

**We deliver services we are proud of.**

1. I treat people with courtesy dignity and respect
2. I work hard to achieve the aims of my service and the organisation
3. I make the best use of resources and provide value for money

#### COMMUNITY:

**We make a positive difference in our communities.**

1. I am visible accessible and approachable
2. I ensure people, partners and purchasers are actively engaged in planning service and care
3. I embrace difference, diversity and fairness

# The Role

The Director of Strategy, Partnerships and Integration will be accountable to the Chief Executive and Trust Board in leading the development and implementation of the organisational strategy in relation to collaboration, partnerships and integration; enabling the Trust to respond effectively to the delivery of the ambitions of the Integrated Care Systems (ICS) and Places within which CLCH operates, maximising the delivery of joined up, high quality health and care for their populations in the community.

The postholder will be responsible for leading the development of existing strategic partnerships, as well as identifying and driving forward new innovative and exciting collaborations. This will include ensuring that the Trust is well placed to contribute and respond to changes in commissioning and provider arrangements, as Integrated Care Systems and Provider collaborations evolve, including representing the Trust and the Chief Executive at relevant partnership fora. The postholder will also play a key role in leading the work required for transformational change in terms of the approach to collaboration and integration with other health, social care, independent, voluntary sector partners. They will identify, create and strengthen key strategic partnerships and relationships as well as identifying and driving through new opportunities for the further integration of community and primary care services through Integrated Neighbourhood Teams, in delivering the aspirations of the Fuller Stocktake and the Delivery Plan for Recovering Access to Primary Care.

The postholder will support the Executive leadership team to develop and deliver:

- operationally integrated community services through joint services and teams, processes, locations and supporting infrastructure;
- ever closer partnerships with other Trusts, Primary Care, Local Authorities, public health and Integrated Care Board colleagues, including through the mechanism of Provider Collaboratives; and
- new approaches to contracting and commissioning, both where the Trust becomes the lead contract holder for a wider portfolio of services and where it becomes a sub-contractor to other providers.

As a Trust Board-level Director, the post holder shares responsibility, with fellow Executive Directors, for the overall strategic direction and performance of the Trust, ensuring that safety, quality and the highest commitment to ensuring that patient experience is fundamentally embedded in all aspects of strategic decision-making. They will attend and participate in Board and Committee meetings, playing a full part in Board business and the Trust's Executive leadership team.

## **Key Working Relationships**

### ***Internal***

- CLCH Trust Board and Senior managers/clinicians across CLCH

### ***NHS***

- NHS England – National, London and East of England Regions
- GP Federations, Primary Care Networks, General Practice and other Primary Care providers
- NHS Trusts and Foundation Trusts
- Integrated Care Boards: Hertfordshire and West Essex (HWE), North Central London (NCL), North West London (NWL), South West London (SWL)
- NHSE and local Training Hubs
- Our 11 Place Based Partnerships and Local Authorities.

### ***External***

- Department of Health and Social Care
- CQC, Imperial College Health Partners
- Voluntary sector partners, patient groups and representatives

## **Structure**

The post holder will report to the Chief Executive. The structure and support to this post will be subject to discussion with the Chief Executive and will come from existing resources and any that are made available for new partnership arrangements as appropriate.

## **Main Duties and Responsibilities**

### **Internal:**

- Provide expertise and advice to the Board in respect of any current and future changes in governance and/or commissioning arrangements around partnership working; ensuring there is an appropriate, systematic process in place to identify, assess and manage risks associated with those partnerships.
- Lead the development and implementation of the Trust's strategy in relation to collaboration, partnerships and integration, working in conjunction with the Executive Director of Communications and Improvement, the Board and Executive Leadership Team to review and refresh existing strategies leading particularly on engagement with external stakeholders.
- Establish and lead the development of a new integrated primary care division, providing the executive leadership and ensuring appropriate capacity and capability to support effective delivery.
- Work closely with the Chief Operating Officer, Chief Nurse and Chief Medical Officer to ensure integration programmes are clinically developed, owned and implemented, undergoing regular review that ensures quality is never compromised and Business As Usual is not adversely impacted.
- Support the Director of Finance and Corporate Services and the Commercial team in developing and delivering new approaches to contracting and commissioning, thus building, driving and embedding Trust capability for the new integrated care environment.
- Support the DoF, other ELT members and directors of corporate services to develop and deliver operating models for corporate services that drive efficiency and effectiveness and embed Trust services appropriately in ICSs and Place-based Partnerships on a case by case basis, and that enable/facilitate integrated delivery and partnerships.
- Work with the Director of Communications and Improvement to promote the Trust's services and support the annual business planning process.
- Work in collaboration with executive and operational colleagues to drive the necessary cultural change required in partnership arrangements, whilst ensuring this respects and reflects the Trust's values and vision, bringing staff on this journey to deliver innovative strategic solutions and Population Health Management approach at neighbourhood and place level.
- Work collaboratively, as a member of the Executive team, to deliver the integrated business plan and to take collective responsibility for delivery of the Trust's strategy, quality and safety, financial and workforce plans.

### **External:**

- Lead for the Trust on ICS developments, attending relevant meetings and fora, putting forward contributions from the Trust's perspective, ensuring the needs of community health services are appropriately reflected, and providing advice to the Board on implications for the Trust.
- Create and maintain productive working relationships with the Integrated Care Systems covering the healthcare communities within which the Trust operates and the largest commissioners for our services.
- Develop the work of the organisation within its wider context, facilitating and enhancing its reputation as a system leader in London and Hertfordshire.
- Lead the development and delivery of the Trust's objectives for integrating community health services with Primary Care and the development of Integrated Neighbourhood Teams, in conjunction with General Practice and other provider partners.
- Provide strategic leadership for the NWL Community Provider Collaborative, working with CEOs and executive colleagues across member organisations in further establishing and optimising system wide collaboration.
- Identify further opportunities for strategic provider collaboration in HWE, NCL and SWL in conjunction with the COO and the divisional Directors of Operations where this will support improvements in the delivery of community health services and reduce unwarranted variation for the populations of each system.

### **Corporate Responsibility**

- Be responsible for the effective management of the Trust through management of own directorate.
- Play an active role and share corporate responsibility for the development and implementation of the Trust's strategy.
- Act as a full member of the Executive Team in delivering the strategic and operational plans, including the key performance targets and delivery of the service integration agenda.
- Reflect and promote the values of the Trust in all activities.
- Take an active leadership role in the promotion of equality, diversity and inclusion in the delivery of services and the development of the workforce.

### **Staff Management**

- Provide strong leadership to direct reports ensuring that effective management and performance systems are in place.
- Promote best practice and seek opportunities in the retention of staff ensuring development and succession planning to enhance job satisfaction.
- Line manage all direct reports, this includes recruitment selection, performance management, and identification of training and development needs, in accordance with the employment policies and practices of the Trust.
- Ensure that the workforce reflects the diversity of the local population and the Trust is an equal opportunities employer.
- Develop clinical and management staff across the Trust to ensure they perform at the highest level.
- Challenge conventional approaches and drive forward change when needed demonstrating a commitment to creating a learning organisation culture to deliver continuous improvement.

### **Budget Management**

- Working with the Director of Finance and Corporate Services, ensure that there are robust arrangements in place for the effective management of resources through the post holder's area of responsibility in line with trust policies and procedures.
- Manage all pay and non-pay budgets within the post holder's area of responsibility ensuring that this is within the Trust's financial systems and procedures and the Standing Financial Instructions.
- Work with the Director of Finance and other colleagues to implement service line reporting and management and embed this way of working across the organisational structures.

### **General requirements for Executive Directors**

- Participate in the executive on call rota.
- Have responsibility for the health, safety and welfare of staff and others and to comply at all times with the requirements of the Health and Safety Regulations.
- Promote a strong and proactive commitment to continuous improvement and create and champion a compassionate and inclusive culture.
- Ensure confidentiality at all times, only releasing confidential information obtained during the course of employment to those acting in an official capacity.
- Work in accordance with the Trust's policy to eliminate unlawful discrimination and promote good race relations and diversity in the workplace. To positively promote at all times equality of opportunity in employment for patients and staff in accordance with the Trust's policies, to ensure that no person receives less favourable treatment than another on the grounds of age, disability, race, nationality, ethnic or national origin, gender, religion beliefs, sexual orientation, domestic circumstances, social and employment status, HIV status, gender re-assignment, political affiliation or trade union membership.
- Comply with the CLCH Trust No Smoking Policy.

# Person Specification

<b>Education and Qualifications</b>	
Essential	<ul style="list-style-type: none"> <li>Evidence of continued learning/development.</li> <li>Degree level education to Masters level or equivalent.</li> <li>Fully meet the requirements of the NHS Fit and Proper Person Test Framework.</li> </ul>
Desirable	<ul style="list-style-type: none"> <li>Post graduate level management qualification.</li> </ul>
<b>Experience</b>	
Essential	<p><b>Strategy and delivery</b></p> <ul style="list-style-type: none"> <li>Significant experience of operating at Director / Executive level within a large or complex service delivery organisation.</li> <li>Experience of strategic development and delivery at Director level.</li> <li>A track record of translating organisational vision into solid, measurable achievement.</li> <li>Demonstrable experience of leading and effectively managing change in complex environments.</li> <li>Experience of delivering change in service delivery/culture shift.</li> <li>Experience of successfully building effective working relationships with clinicians and managers in order to effectively manage operational delivery.</li> <li>Experience of leading and managing a diverse team.</li> <li>Proven track record of consistently achieving high standards and delivering objectives.</li> </ul> <p><b>Partnerships and system working</b></p> <ul style="list-style-type: none"> <li>Extensive experience of working across sectors and cross-boundary/system working.</li> <li>Experience and/or understanding of Primary Care commissioning and/or transformation.</li> <li>Possesses extensive national and regional network.</li> </ul>
<b>Knowledge</b>	
Essential	<ul style="list-style-type: none"> <li>Extensive knowledge and understanding of the trends, developments, political and legislative issues affecting the NHS generally in terms of modernising public service delivery, political management arrangements, integrated system development and strengthening of local partnership working.</li> <li>Knowledge of contractual and financial mechanisms for supporting integrated care.</li> <li>High level of knowledge in managing strategic and operational change.</li> <li>Able to contribute and provide credible input across the Board's corporate agenda.</li> <li>Demonstrable understanding of healthcare planning, systems and processes and service improvement methodologies.</li> </ul>
Desirable	<ul style="list-style-type: none"> <li>Knowledge of Primary Care contracting models.</li> <li>Experience of delivering Primary Care services.</li> <li>Experience of developing innovative commercial partnerships.</li> </ul>
<b>Skills and Attributes</b>	
Essential	<ul style="list-style-type: none"> <li>Demonstrates the capacity to think strategically and develop innovative and practical responses to a range of management and service issues.</li> <li>Demonstrates strong and credible leadership in being able to pull people together across systems and inspire and motivate them to deliver common aims and targets.</li> <li>Significant and effective communication, influencing and negotiating skills. Ability to engage, build and sustain positive relationships within the Trust and across organisational boundaries.</li> <li>Proven ability in relating to, engaging, negotiating with and influencing a wide range of audiences, and build positive relationships with key stakeholders.</li> <li>Strong team working skills and able to work as part of a team in a collegiate manner.</li> <li>Must role model open, honest and trustworthy communication.</li> </ul>



- Will need to be able to make judgements and decisions involving highly complex analysis of options and implications.
- Excellent organisational and time management skills, able to manage multiple projects and deadlines.
- Exhibits energy, enthusiasm and resilience to drive through change and required outcomes and improvements.
- Actively develops themselves and others.
- Demonstrable ability to promote diversity, tackle discrimination and the barriers that prevent equal access and to pursue an organisational commitment to equality of opportunity in service improvement and employee management.
- Ability to manage efficiently and effectively the financial and other resources of the department and encourage the utilisation of data and evidence based decision-making.



## How to apply

Saxton Bampfylde Ltd is acting as an employment agency advisor to the Central London Community Healthcare NHS Trust on this appointment. Candidates should apply for this role through Saxton Bampfylde's website at [www.saxbam.com/appointments](http://www.saxbam.com/appointments) using code **ZAWLE**.

Click on the 'apply' button and follow the instructions to upload a CV and cover letter and complete the online equal opportunities monitoring\* form.

The closing date for applications is noon on **Wednesday 8<sup>th</sup> November 2023**.

\* The equal opportunities monitoring online form will not be shared with anyone involved in assessing your application. Please complete as part of the application process.

### Saxton Bampfylde GDPR personal data notice

According to GDPR guidelines, we are only able to process your Sensitive Personal Data (racial or ethnic origin, political opinions, religious or philosophical beliefs, trade union membership, genetic data, biometric data, health, sex life, or sexual orientation) with your express consent. You will be asked to complete a consent form when you apply and please do not include any Sensitive Personal Data within your CV (although this can be included in your covering letter if you wish to do so), remembering also not to include contact details for referees without their prior agreement.

Given the significant public profile and responsibility members of NHS Boards hold, it is vital that those appointed inspire confidence of the public, patients and NHS staff at all times. NHS England / NHS Improvement makes a number of specific background checks to ensure that those we appoint are "fit and proper" people to hold these important roles. More information can be found on NHS England's [website](#).

