

NHS

**University Hospitals
of North Midlands**
NHS Trust



HUNTER

Executive talent for the healthcare sector



Chief People Officer

Candidate information pack

September 2022

► Welcome

Could you be our Chief People Officer?

The University Hospitals of North Midlands NHS Trust is a hugely ambitious Trust. We want all our patients, staff, and partners to reach their potential, and we're extremely proud of our hospitals (Royal Stoke University Hospital and County Hospital at Stafford) and our people.

With an annual turnover of c£980m and over 11,500 dedicated staff we are one of the country's largest University Trusts and provide a wide range of acute and specialist healthcare services to our local populations in Staffordshire, South Cheshire and Shropshire as well as being a Major Trauma Centre for a wider population of 3 million people. Our services represent more than half of the Staffordshire health and social care economy and we are working collaboratively with our system partners and our public to integrate services, deliver more of these closer to home and create a sustainable model for the future.

Over the last few years, we have achieved significant improvements in the quality and efficiency of our services and we continue to deliver an ambitious programme of work aligned with our '2025 Vision' to deliver exceptional care with exceptional people. Supporting delivery of this is our recently introduced quality improvement programme 'Improving Together' which empowers our staff and enable them to be the best they can be. Our last CQC inspection in 2021 rated our services as Outstanding for Caring and we continue our journey to improve our overall rating.

I am very proud of how our staff responded to the multiple surges of Covid-19 and what we have achieved during this challenging time. We are well on the road to recovering our services from the impact of the pandemic but there is much to do to support our staff and this will remain an ongoing priority for us and our partners in the newly formed Staffordshire and Stoke Integrated Care System.

Our system wide workstreams and priorities to improve our population's health, reduce health inequalities and provide the best possible outcomes, care and patient experience are key areas of focus in our transformation. We have made significant progress in tackling some very long standing financial and operational challenges and are looking for our next Chief People Officer to support us on this journey to excellence.

If you would like to have an initial conversation, please contact our recruitment partners, Heather I'anson, at Hunter Healthcare on 07967 214771 or by email at hianson@hunter-healthcare.com

We very much look forward to hearing from you.

Tracy Bullock
Chief Executive



► About Us

University Hospitals of North Midlands NHS Trust was formed in November 2014 following the integration of University Hospital of North Staffordshire NHS Trust and Mid Staffordshire NHS Foundation Trust. We have two hospitals, Royal Stoke University Hospital and County Hospital, and we are very proud of both.

We are a large, modern Trust in Staffordshire, providing services in state of the art facilities. We provide a full range of general hospital services for approximately 900,000 people locally in Staffordshire, South Cheshire and Shropshire. We employ around 11,000 members of staff and we provide specialised services for a population of 3m, including neighbouring counties and North Wales.

We are one of the largest hospitals in the West Midlands and have one of the busiest Emergency Departments in the country, with an average of nearly 15,000 patients attending each month across both of our sites.

Many emergency patients are brought to us from a wide area by both helicopter and land ambulance because of our Major Trauma Centre status; as we are the specialist centre for the North Midlands and North Wales.

As a University Hospital, we work very closely with our partners at Keele and Staffordshire University and we are particularly proud of our Medical School, which has an excellent reputation. We also have strong links with local schools and colleges. As a major teaching Trust, we hold a large portfolio of commercial research, which provides us with a source of income. Our research profile also enables us to attract and retain high quality staff.

Our specialised services include cancer diagnosis and treatment, cardiothoracic surgery, neurosurgery, renal and dialysis services, neonatal intensive care, paediatric intensive care, trauma, respiratory conditions, spinal surgery, upper gastro-intestinal surgery, complex orthopaedic surgery and laparoscopic surgery.



We have a range of formal and informal mechanisms in place to facilitate effective working with key partners across the local economy. These include participation in partnership boards which bring together health, social care, independent and voluntary sector organisations across Staffordshire.

We help drive improvements across the wider health and care economy, through our leadership roles on the Staffordshire and Stoke on Trent Integrated Care Board

We look to involve our service users in everything we do, from providing feedback about the services we provide, to helping shape our priorities. This work is co-ordinated by our Patient Experience Team.

Organisational Structure

The Trust Board is responsible for the Trust and holds monthly Board meetings held in public. Divisions reporting to the Executive team are:

- Medical
- Surgical
- Network Services
- Children's, Women's Diagnostics
- Estates, Facilities and PFI
- Staffordshire and Cheshire Pathology Network
- Central Functions

Each clinical division has a divisional board, which includes a Divisional Medical, Nurse and Operations Directors, along with other representatives.



► Values and Promises

At UHNM we have created a unique set of values and promises which were developed by staff, patients and carers. Our values are: Together, Compassion, Safe and Improving.



We are a Team

I will be considerate, help others to achieve our goals and support others to make positive changes

We are Appreciative

I will acknowledge and thank people for their efforts and contributions

We are Inclusive

I will be open and honest, welcome people's views and opinions and involve people in decisions that affect them



We Communicate Well

I will explain clearly, share relevant and timely information and keep people updated

We are Organised

I will plan ahead, manage my time well and be prompt in what I do

We Speak Up

I will contribute to ensuring healthy and constructive feedback for all so we can feel safe to challenge inappropriate care and behaviour and promote our values



We are Supportive

I will be empathetic and reassuring. I will support and encourage people when they need it

We are Respectful

I will treat people fairly, with respect and dignity, protect their privacy and help them to feel comfortable

We are Friendly

I will be welcoming and approachable. I will make eye contact, say hello and introduce myself



We Listen

I will welcome people's views and ideas, invite people to ask questions and share their opinions and respond to what I hear

We Learn

I will share best practice, celebrate good performance and support others to use their skills, learn and grow

We Take Responsibility

I will have a positive attitude, act and encourage people to take the initiative and make improvements

► Our 2025 Vision

Our goal is to be a world-class centre of clinical and academic achievement, where staff work together to ensure patients receive the highest standards of care and the best people want to come to learn, work and research. We have created a vision document that sets out our vision for the future and our plans to become a successful, competitive partner in the healthcare economy.

2025 Vision has been set in the context of national and international trends in demography, technology and globalisation as well as being firmly rooted in the plans of the local health community in North and South Staffordshire.

It is closely aligned with the NHS health plans, which will move care closer to people's homes, increase patient choice and develop regional models for specialist services. Over the last year

we have worked with our key stakeholders to ensure our vision for the future is fully supported by NHS partner organisations. To achieve 2025Vision we will be challenged to respond with care and insight to the emerging market for healthcare provision in the UK. At the same time, staying true to our values during a period of rapid reform will be critical to our success.

Achieving organisational and cultural change will also be necessary if we are to be a serious contributor to healthcare innovation globally. In order to invest in tomorrow we must increase our income and minimise our costs today and we will need leadership inside and outside the Trust that understands this imperative. We will also be reliant on the help of others and must be open to working in partnership with outside organisations as well as engaged in a constructive relationship with staff, patients and the public.



► Our People Strategy

The People Strategy outlines how the Trust will lead and support its staff to achieve its vision and sets out the following five inter-related objectives:

AIM ONE:

Developing the organisation to deliver the Trust's vision and values

AIM TWO:

Planning the workforce to support the recruitment of the right people, in the right numbers at the right time to deliver safe, high quality patient care

AIM THREE:

Transforming HR to improve efficiency and governance

AIM FOUR:

Improving Learning and Education to continually enhance opportunities for staff to progress their careers and further develop their skills to be at the leading edge of healthcare provision

AIM FIVE:

Enhancing Staff Experience through improvements to Staff Wellbeing, Reward and Recognition

This People Strategy is supported by the Trust's workforce plan, and is aligned to both the learning and education strategy and the organisational development strategy. It details the HR contribution, governance and monitoring arrangements and also outlines how HR will be measured and benchmarked to provide evidence and assurance of Human Resources' contribution to the delivery of the People Strategy.



Job Description

Division: Central Functions Job Title: Chief People Officer Band: VSM

Location: Executive Suite, Royal Stoke Hours: 37.5

Managerially accountable to: Chief Executive

Professionally accountable to: Chief Executive

Key Relationships

People Directorate teams including Organisational Development, Counselling, Recruitment and Medical Staffing, Occupational Health, Trust Board, Executive Team, Senior Managers, local and regional trade union representatives, national, regional and local NHS organisations, ICB, a range of external professional education and research institutions, consultancies and solicitors.

Job Purpose

As a Director of the Trust Board, you will fully participate in the corporate management of the Trust, to contribute to the development of the Trust's strategic direction and ensure values and objectives are attained.

- To lead the development and delivery of strategies relating to workforce and organisational development, equality, diversity & inclusion and all aspects of employment. Ensuring these link into other Trust strategies and are aimed at enhancing clinical care and outcomes.
- To provide workforce advice to the Trust Board, ensuring the Trust complies with its legal and social obligations to employees.
- To provide transformational leadership of the Trust's people function, implementing the people strategy and leading on a long-term people strategy in line with the NHS People plan and the future of HR and OD national review.
- To be fully accountable for all workforce, cultural and organisational practice, design and development (from workforce planning and talent management to learning and OD and employee relations), providing professional leadership to the executive and supporting the Board in respect of its responsibilities as an employer, as well as strategic Human Resources and Organisational Development advice to the Board.
- To shape and implement the strategic direction of the Trust through the introduction, development and maintenance of leading edge People practices.
- To work with system partners and peers to ensure alignment and integration of services where this makes sense to ensure workforce plans and strategies deliver Trust and system aspirations.

Main Duties & Responsibilities

1. Delivery of the People Strategy and People Plan

- 1.1 In alignment with system strategies and workstreams develop, implement and evaluate the Trust's People, EDI and Organisational Development strategies and plans in line with national and local initiatives, business and financial plans and principles of best employer practice.
- 1.2 Introduce policies and practices that promote sound and harmonious working relationships within a framework of statutory requirements and national initiatives.
- 1.3 Lead the development of an organisational culture based on effective leadership, staff engagement and involvement and is focussed on patient needs.

2. People Management

- 2.1 Direct, lead and ensure the effective management of the People Directorate, pursuing best practice and ensuring the delivery of high quality services, which may include alignment across organisational boundaries.
- 2.2 Ensure that workforce performance management targets are met in accordance with national priorities guidance and local standards.
- 2.3 Provide assurance to the Trust Board on all workforce related legislative, governance and best practice requirements, targets and standards and where necessary, identify and oversee any requirements for improvements.

3. Workforce Development & Planning

- 3.1 Ensure the provision of strategic workforce planning and that it is inclusive and effective and is integrated into service needs and the business planning cycle for the Trust and system.

- 3.2 Ensure that staff are able to develop their skills in line with the service needs, clinical and corporate governance requirements.

- 3.3 Lead the continuous development of the workforce information systems to support the workforce and business planning processes.

4. Organisational Development and Leadership and Cultural Improvement

- 4.1 Lead the Organisational Development agenda within the context of the Trust's Vision, ensuring synergy between service development and workforce plans.
- 4.2 Lead the organisation's cultural improvement plan focussing on achieving a positive and inclusive culture, ensuring all our staff feel valued.
- 4.3 Direct the workforce, leadership and OD contribution to achieve organisational change, development and continuous cultural change and transformation.
- 4.4 Lead the organisation's staff engagement, and wellbeing programme to ensure staff survey outcomes improve year on year.
- 4.5 Lead the design and implementation of the Trust's leadership strategy and programme building leadership capability.
- 4.6 Develop talent management strategies and approaches to support succession planning and identification of future leadership talent.
- 4.7 Ensure that training needs are properly identified for all staff through appraisal and PDP processes and that high quality, targeted training and development is available, including ensuring that statutory and essential training is delivered to staff as appropriate.

5. Equality, Diversity and Inclusion

- 5.1 Board lead for equality, diversity and inclusion (EDI)
- 5.2 Proactively lead the development, implementation and delivery of the workforce EDI strategy for the promotion and management of equality, diversity and inclusion across the Trust.
- 5.3 Ensure compliance with the NHS Workforce Equality Standards and relevant statutory requirements including (for example) the Equality Act, gender pay reporting.
- 5.4 Ensure implementation of targeted actions and interventions to address any under- represented groups based on analysis of the Trust workforce and composition of the population served.

6. Employee Relations

- 6.1 Promote positive employee relations and communications and represent the Trust in negotiations and consultation with staff and staff representatives.
- 6.2 Provide advice and support to managers on employment matters so that informed decisions can be made and a speedy resolution found to issues raised.

7. Leadership of People Directorate

- 7.1 Lead and manage the teams within the People Directorate, providing clarity of vision and purpose.
- 7.2 Establish, embed and deliver a high performance, professional, customer and delivery focused culture with clear goals within all of the teams.
- 7.3 Create a culture of personal accountability through operating a clear system of appraisal, supervision and support to staff, ensuring that key success factors are understood and delivered.

8. Partnership Working

- 8.1 To be an ambassador for the Trust and deputise for the Chief Executive at an ICS, Regional and National level as appropriate
- 8.2 To lead/influence local, regional and national Policy in respect of all aspects of workforce planning and development
- 8.3 To actively participate in and be influential within the ICB People Directorate
- 8.4 To develop meaningful and productive relationships with system partners and peers within neighbouring Trusts to ensure we collectively maximise the efficiency and productivity of our workforce HR and OD resource.

9. Other Duties

- 9.1 To carry out other duties consistent with the grading and nature of this post, as delegated by the Chief Executive.
- 9.2 To participate in the Executive Director (gold level) On Call Rota

Personal/Professional Development

- To take every reasonable opportunity to maintain and improve your professional knowledge and competence
- To participate in personal objective setting and review, including the creation of a personal development plan and the Trust's appraisal process

Health and Safety

- To take reasonable care for your own Health and Safety and that of any other person who may be affected by your acts or omissions at work.
- To co-operate with University Hospitals of North Midlands (NHS) Trust in ensuring that statutory regulations, codes of practice, local policies and departmental health and safety rules are adhered to.
- To comply and adhere to individual and role specific responsibilities as stated in the Trust Health and Safety Policy (HS01) and all other Health and Safety related policies.

Equality and Diversity

UHNM is committed to the implementation of the Equality, Diversity and Inclusion Policy which ensures equal opportunities for all. UHNM is also committed to embracing diversity and eliminating discrimination in both its role as an employer and as a provider of services. It aims to create a culture that respects and values each other's differences, promotes dignity, equality and diversity and encourages individuals to develop and maximise their potential. All staff are required to observe this policy in their behaviour to other workers and patients/service users.

Infection Prevention

Infection Prevention is the obligation of every employee both clinical and non-clinical at the University Hospitals North Midlands NHS Trust. Driving down healthcare associated infection is everyone's responsibility and all staff are required to adhere to the Trust's Infection Prevention policy.

All staff employed by the UHNM Trust have the following responsibilities:

Trust Dress Code

- Trust approved uniform/dress code must be adhered to
- When in clinical areas all staff must be bare below the elbow, without wrist watches, stoned rings, wrist jewellery, false nails, nail polish or plaster casts
- No personal bags to be worn during clinical duties

Hand Hygiene

- Decontaminate your hands as the per 'The five moments of hand hygiene'

Own Practice

- Lead by example
- Encourage and praise good practice
- Be prepared to accept advice about your own practice

Decontamination

- Ensure that equipment you have been using or about to use has been decontaminated effectively
- Ensure that you are aware of the Trust approved cleaning products, and follow a safe system of works

Trust Policies

- Ensure that you know and strictly follow relevant Infection Prevention policies for your role and apply standard precautions at all times, which is available in the Infection Prevention Manual on the UHNM intranet

Data Protection Act, General Data Protection Regulation (GDPR) and the NHS Code of Confidentiality

All staff are responsible for ensuring they are familiar with and adhere to the Trust's policies, procedures and guidelines with regards to the Data Protection Act, General Data Protection Regulation (GDPR) and the NHS Code of Confidentiality. This includes confidentiality, information security, cyber security, secondary use and management of records.

Staff have a responsibility in protecting the "rights and freedom" of natural persons (i.e. live individuals) and to ensure that personal data is not processed without their knowledge, and, wherever possible, that it is processed with their consent.

Processing includes holding, obtaining, recording, using and disclosing of information and applies to all forms of media, including paper and images. It applies to both patient and staff information.

Hence staff must ensure confidentiality is maintained at all times, data is recorded accurately and you only access this information as part of your job role

Safeguarding Children, Young People and Adults with care and support needs

All staff are responsible for ensuring that they are familiar with and adhere to the Trust's Safeguarding Children and Adults policies, procedures and guidelines. All health professionals who come into contact with children, parents, adults with care and support needs and carers in the course of their work have a responsibility to safeguard and promote their welfare as directed by the Children Acts 1989/2004 and the Care Act 2014. Health professionals also have a responsibility even when the health professional does not work directly with a child or adult with care and support needs but may be seeing their parent, carer or other significant adult.

All staff are required to attend safeguarding awareness training and undertake any additional training in relation to safeguarding relevant to their role.

This job description is not intended to be an exhaustive list and may be subject to change from time to time. All documents referred to throughout this Job Description can be found on the Trust's intranet, or alternatively copies can be obtained from the Human Resources Directorate

Sustainability

Sustainability and Corporate Social Responsibility are fundamental to the way the University Hospitals of North Midlands NHS Trust (UHNH) work. The Trust has developed a Sustainable Development Management Plan (SDMP): 'Our 2020 Vision: Our Sustainable Future' with a vision to become the most sustainable NHS Trust by 2020. In order to achieve this, we need the support of all staff. As a member of staff, it is your responsibility to minimise the Trust's environmental impact and to ensure that Trust resources are used efficiently with minimum wastage throughout daily activities. This will

include minimising waste production through printing and photocopying less, reducing water waste and when waste is produced, it is your responsibility to segregate all clinical waste correctly and recycle. Switch off lights and equipment when not in use, report all faults and heating / cooling concerns promptly to the Estates Helpdesk and where possible minimise business travel. Where the role includes the ordering and use of supplies or equipment the post holder will consider the environmental impact of purchases.

SWITCH to a Sustainable UHNH is a campaign that focuses on the sustainability of the Trust and how we can use resources more effectively to provide better patient care, improve our health and work place. SWITCH is looking to recruit as many Champions as possible to help to bring the campaign to colleagues in their departments / wards and bring SWITCH to life. If you are interested in becoming a SWITCH Champion please contact switch@uhns.nhs.uk

Disruptive Incident & Business Continuity

The Trust needs to be able to plan for, and respond to a wide range of incidents and emergencies that could affect health or patient care. These could be anything from severe weather to an infectious disease outbreak or a major transport accident.

All staff are required to have an awareness of the Trust's business continuity arrangements, as a minimum. All staff will be required to;

- To know how to identify a business continuity incident and the method for reporting;
- To have an awareness of local business continuity arrangements;
- To participate in awareness, training and exercises, as required;

In the event of a disruptive incident, all Trust employees will be required to attend work if they are fit and well and able to do so in line with a Trust risk assessment. Those who are clinically qualified will be required to work flexibly across the Trust to meet the service need in clinical areas. This will include front line clinical staff who will be expected to cover alternative duties as and when required in order to ensure that all essential services are maintained.

► Person Specification

Requirements	Essential	Testing Method	Desirable	Testing Method
Education and qualifications	<ul style="list-style-type: none"> Graduate level education or equivalent Full membership of CIPD Clear evidence of personal development at senior management level 	C	<ul style="list-style-type: none"> Postgraduate qualification (or equivalent) in People management, business management or similar field 	
Experience	<ul style="list-style-type: none"> Significant experience of innovation and management of complex organisational change within present role Experience of operating at Board level Successful track record at Director / Senior management level within the human resources role Clear understanding of national people policy Current knowledge and understanding of employment law, and experience of a Unionised environment Leadership and management of a team of people professionals Experience of organisational cross boundary working 	AF/I	<ul style="list-style-type: none"> Understanding of the complex dynamic healthcare environment and NHS Policy Evidence of involvement in local regional or national working parties on strategic people issues 	AF/I
Skills, Ability & Knowledge	<ul style="list-style-type: none"> Excellent oral and written communication skills Highly developed analytic and strategic visioning skills Ability to judge situations and adapt behaviours / responses appropriately Excellent facilitation skills Ability to motivate and enthuse colleagues Ability to build credibility quickly and sustain it within the organisation Ability to influence and persuade others 	I/AP		
Personal Qualities	<ul style="list-style-type: none"> Resourceful Confident and courageous Firm, yet sensitive leader Interested in learning from other organisations Strong sense of integrity Tenacious Energy and enthusiasm Team Player 	I/AP		

C=Certificates AF=Application Form I=Interview AP=Assessment Process

► How to apply

All applications must be received by 2 October 2022.

For an informal conversation about the post, please contact our recruitment partners, Heather I'anson, at Hunter Healthcare on 07967 214771 or by email at hianson@hunter-healthcare.com

All applications must quote the reference UHNMCPO and include:

- A full curriculum vitae
- A covering letter (no more than two pages) indicating how you meet the selection criteria and articulating why you are interested in the role
- Contact details for four referees (who will not be contacted without your permission)
- A contact email address and telephone number
- A completed **Equal Opportunities Monitoring Form** and **Fit and Proper Person Monitoring Form**.

All applications should be sent to: applications@hunter-healthcare.com. All applications will be acknowledged.

We are committed to making reasonable adjustments to support disabled candidates. Please let us know if there are any adjustments that will assist you.

We are inclusive of all diversity and are committed to equality of opportunity for all. Our recruitment processes are conducted in accordance with the Code of Governance to ensure that they are made on merit after a fair and open process so that the best people, from the widest possible pool of candidates, are appointed.

** 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. The data is important so we can monitor the effectiveness of our ambition to increase the diversity of our applicants and workforce.*

KEY DATES:

Closing date	2 October 2022
Shortlisting	19 October
Interview	7 November



NHS

**University Hospitals
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Hunter Healthcare
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Executive talent for the healthcare sector