

Job Description and Person Specification

Job Title	Delivery and Improvement Director
Directorate	South Region
Department/Team	South Regional Team
Location	Wellington House
Grade	ESM
Reports to	Executive Regional Managing Director
Contractual notes	

Job Summary/Purpose

The Portfolio Directors will operate as relationship managers for a portfolio of NHS Trusts and Foundation Trusts (Acute/Mental Health/Ambulance/Community Trusts). Some of these will be complex with long standing financial or quality issues. The Portfolio Director will work closely with these Trusts to provide leadership and guidance on key areas such as performance, quality, finance, clinical quality, governance, and risk, and will hold the Trusts to account for delivery of performance and quality standards. They will provide leadership to help the Trusts meet the outcomes expressed in the performance management framework against which the Trusts will be assessed, and support them to attain FT status or alternative organisational form (where applicable).

Each Director will also hold a strategic role leading on a specific priority for all Trusts in the Region. For example, productivity, or dealing with reconfiguration. This will require innovative thinking and will potentially have far reaching impact on the delivery of improved patient care and outcomes.

In both of these key activities, the post holder will draw on the expertise of the NHS Improvement functional directors and their teams for advice on finance, quality and safety, etc. The post-holder will, therefore, operate as part of the regional senior management team.

Essential for this role will be a detailed understanding of the provider sector, an ability to build strong and effective working relationships with the Board of – and senior colleagues from – Trusts, other organisations including, the CQC and NHS England. Outstanding leadership skills will also be essential to make decisions that will have widespread impact on large parts of the health system.

Required by all directors:

- Deep understanding of policy and context of NHS Improvement
- Ability to manage relationships in a highly complex environment
- Experience and understanding of working at Board level
- Communications skills including media handling and messaging
- Credible leadership skills

Additionally, the Portfolio Directors must have a good understanding of the criteria and processes for successful FT applications and previous experience in this area.

As they will be working with Trust Chief Executives, providing leadership and guidance, they must have credibility involving operating at the most senior levels in the NHS system in order to gain the respect and have the necessary influence in agreeing proposed solutions.

The post holder will require a specialised working knowledge of NHS Trusts, Foundations Trusts and their operating models. They will also require a good working knowledge of PFI operating models and a deep understanding of merger and acquisition solutions.

Key Accountabilities

- To work with Chief Executives, Chairs and Executive Directors for their portfolio of Trusts, providing specialist expertise based on their knowledge and experience.
- To develop strong, positive and constructive relationships with a portfolio of Trusts and with key stakeholders within sub-regional Local Health Economies.
- To lead the management of performance in the Trusts in their portfolio, making recommendations (including improvement support) and formal regulatory action.
- To ensure a sustainable provider sector in their sub-region(s) e.g. well governed organisations in appropriate organisational forms.
- To hold a system leadership role working with NHS England to develop sustainable local health economies.
- Holding Trusts to account across the breadth of their responsibilities e.g. strategic, operational, leadership, governance, finance and clinical quality.
- Perform a key role in the appointment of Executives and Non-Executives for NHS Trusts and FTs.
- To ensure the success of improvement projects both informal (support) and formal (success regime, special measures, turnaround activities where key operational standards are in breach).
- To work as part of the Regional Senior Leadership team, responsible for updating on progress and where necessary escalating through that team issues in relation to their portfolio of Trusts.
- To directly manage a multidisciplinary team of generalist relationship managers, clinical quality specialists and finance specialists ensuring an integrated approach to performance management, governance is created and maintained.
- To take a leadership role in influencing the overall strategy in their patch e.g. driving the Service Transformation Fund process in partnership with NHS England and other Arm's Length Bodies.

- To work with the NHS Improvement Director of Strategy to support the development of partnership agreements to underpin the necessary positive working relationships with key national bodies including CQC and the NHS England.

People Skills

- To line manage senior staff members and their teams, providing leadership and motivation and ensuring the delivery of high quality service in all areas.
- To work with Chief Executives, Chairs and Executive Directors of the Trusts This will require high levels of interpersonal skills and also in- depth specialist skills to influence and persuade these Directors in dealing with highly complex issues/
- To demonstrate outstanding leadership skills to gain acceptance from the Chairs, Chief Executives and Directors in the Trusts to take tough decisions and follow what may not be their preferred options.
- To develop strong, positive and constructive relationships with the executive teams in their portfolio of Trusts to facilitate the supportive and challenging nature of this role. Outstanding communication will be key to the success of the role as the Director will achieve results solely through others used to operating with a high degree of independence.
- To draw on excellent and versatile written and oral communication skills to allow effective working with colleagues, partner organisations, the media and the public.

Decision Making

- Decision making at Chief Executive-level on organisational strategy, with significant impact on the NHS Trust portfolio and, therefore, on large numbers of patient services.
- To take decisions on oversight of individual NHS Trusts and FTs e.g. where escalation of issues may be necessary. The size of some of these Trusts means that decisions taken will have impact on large numbers of patients and services across significant proportions of population.

Innovation

- Significant and complex strategic thinking as part of responsibility for setting organisational strategy and complex problem-solving for the portfolio of Trusts.
- To lead on a critical strategic initiative which will have widespread application and benefit across the provider landscape, e.g. increased productivity for all Trusts, involving innovative and creative thinking to introduce new ideas to address long-standing challenges faced by NHS trusts and FTs improving patient care and outcomes. This could have impact nationally with long term implications for the whole provider system.

Role Dimensions
<p>Key Relationships (External)</p> <ul style="list-style-type: none"> • Significant external impact through work as part of the broader NHS Improvement leadership team which will include decision-making with regard to service and organisational change within NHS Trusts and FTs. • Lead contact for the relationship with their portfolio of NHS Trusts and FT with frequent contacts at senior levels with other organisations including the Care Quality Commission, Clinical Commissioning Groups and NHS England locally. • Partnership working with regulatory colleagues in relation to the small number of very challenged organisation e.g. the CQC. • Personally briefing ministers where required and supporting the communications team in this respect. • To represent NHS Improvement and its interests at national/public meetings as required, acting independently, decisively and effectively in sensitive and political situations, at times involving delivering difficult messages and contentious information to high level audiences potentially in a hostile environment.
<p>Key Relationships (Internal)</p> <ul style="list-style-type: none"> • NHS Improvement Executive Team
<p>Numbers and types of staff managed</p> <ul style="list-style-type: none"> • Regional Finance and Quality Managers report into this post, with professional lines of accountability to their corporate teams where appropriate.
Budget Managed

Person specification	Essential	Desirable
<p>Qualifications At least degree level qualification gained formally or from knowledge acquired through experience in NHS</p>	x	
Postgraduate qualification in health related subject		x
<p>Experience and Knowledge Experience of NHS provider system directly through executive director level position in NHS Trust or Foundation Trust for 5 years or</p>	x	

from working with a Trust as an executive director in a CCG.		
Experience of working with national and local NHS organisations	x	
Experience of working with government		x
Experience of strategic working, policy development and implementation	x	
Experience of working with Boards and broader corporate governance	x	
Experience as a Trust CEO		x
Experience of working with and influencing senior leaders	x	
An in-depth knowledge of the challenges and requirements facing NHS Trusts in managing day to day performance including but not limited to the NHS	x	
Operating Framework, Monitor Compliance Framework and Tripartite Formal Agreements	x	
Experience in and understanding of NHSI DH and Monitor application assessment tools	x	
Knowledge of broader NHS sector	x	
Understanding of wider provider system including not for profit and independent sectors		x
An understanding of innovative approaches to achieve long-term sustainability from NHS or other industries		x
Specialist skills gained through leading Trusts through the FT process either directly as an aspirant FT or through assessment at NHSI level.	x	
Aptitudes/disposition Excellent communication skills to work with senior colleagues in NHS Trusts, national bodies and within NHS Improvement.	x	
Leadership skills in keeping with national leadership role	x	

Ability to think strategically and operationally in terms of NHS Trust/FT business	x	
Excellent written and oral communication skills	x	
Ability to operate effectively under pressure	x	