

Working for North London Mental Health Partnership

The partnership between **Barnet, Enfield and Haringey Mental Health NHS Trust (BEH)** and **Camden and Islington NHS Foundation Trust (C&I)** is going from strength to strength since it was originally established in 2021 forming the **North London Mental Health Partnership**.

Why choose to join the Partnership?

- We believe that by working together, our two Trusts can achieve more for the residents of North Central London and our patients than we can by working apart.
- Deliver the best care using the most up-to-date practise in supporting those with mental health illnesses.
- Transforming and creating a positive environment for our service users, staff and visitors.
- Creating and working together to become a great place to work for all our staff.
- We offer flexible working, a wide range of health and wellbeing initiatives, NHS Pension and so much more.
- Generous Annual Leave Allowance
- NHS Discounts in a large variety of retail stores and services.
- We have excellent internal staff network support groups.

The postholder will need to be comfortable working in an environment of complex matrix management arrangements and will at all times behave and align with our Trusts' values and cultural pillars:



Job Description and Person Specification

| | |
|--------------------------------------|---|
| Job Title | Chief Operating Officer |
| Band | VSM |
| Hours Of Work | Full Time |
| Location (BEH, C&I, Both) | Based at St Pancras Hospital however this role will be required to work at all locations within the Partnership |
| Specialty/Department | Executive |
| Accountable To | Chief Executive |

1. Job Summary

The Chief Operating Officer (COO) is an Executive member of the Trust Board and a member of the Trust Executive. The postholder will work with the Executive and Board of the Trust to identify and implement the Trust's strategic priorities. The COO will lead the effective implementation of relevant objectives and agreed performance to ensure the success of the Trust.

As a member of the Executive, foster team working and corporate responsibility within the Executive and management responsibilities. The COO will also be a leader in the local system working with stakeholders such as our local authorities and other Partner Trusts in supporting the Sustainability and Transformation Plan and its subsequent impact.

On behalf of the Chief Executive, the Chief Operating Officer will be responsible for leading & co-ordinating all aspects of the Trust's key operational business delivery & performance, ensuring the provision of appropriate, high quality health and social care, which meets the needs of service users and commissioners and is achieved within budget. In doing so, the postholder will:

- Lead the development and delivery of the Trust's operational service objectives and standards, by ensuring the efficient and effective management of services and staff;
- Support building a positive culture within the Trust which enables strategic delivery and a positive staff, service user and carer experience.
- Ensure robust and consistent performance monitoring processes are implemented and maintained, against which the contribution and effectiveness of all operational services are measured and reported;
- Lead the transformation of services including service re-organisation. This will include the development of supporting clinical strategies.
- Provide clarity, drive and leadership to the organisation on all areas of performance.

Be the Accountable Emergency Officer with responsibility to manage emergency planning and business continuity.

2. Relationships/Communications

The post holder is expected to establish and maintain positive interpersonal relationships with other staff members characterised by trust, mutual respect, and open, honest communication.

Key working Relationships:

Executive & Non-executive Directors of the Trust Board
Associate Clinical Directors,
Senior operational managers,
Professional Heads and Lead Doctors
Commissioning bodies
Associate Directors corporate departments
Strategic Health Authority
Service user /carer leads and representatives

3. Key Responsibilities

The Chief operating officer leads on the Trust's operational delivery, ensuring the delivery of high-quality cost-effective services that are innovative and responsive to the needs of patients and the local community's that the partnership serves. The Chief Operating Officer works closely with the Chief Nurse and Chief Medical Director to improve quality, safety and experience of patients in the partnerships care.

They will be the Executive Director accountable to the Boards for operational delivery of clinical and clinical support services that underpin the strategic direction of the partnership, with the key focus on overall performance and the need to continually improve outcomes. They will have executive leadership and responsibility for effective day-to-day management of clinical and clinical support services, through the divisions/boroughs and their teams. They will lead the divisions/boroughs to provide safe, high quality, integrated, effective and cost-effective services that are responsive to service user and client need across the whole system.

MAIN DUTIES AND RESPONSIBILITIES

LEADERSHIP AND STRATEGIC SERVICE DELIVERY

- Support the Director of Strategy and Planning in the development and implementation of the operational strategy and the effective delivery of high-quality clinical operations.
- Supporting the Board to ensure that there is robust annual business and financial planning; with realistic and achievable plans which demonstrate operational effectiveness, delivers the Trusts cost improvement requirements and supports the Trusts objectives, this work also needs to be aligned to the Sustainability and Transformation Plan for NCL.

- Ensure that the Trust Board is given regular, clear and accurate information in regard to the Trust performance.
- Take overall managerial responsibility for the safe, efficient and effective delivery of care.
- Ensure the highest levels of professional engagement and involvement in the development and delivery of services.
- Ensure the highest levels of engagement of service user and carer representatives in the development and delivery of services through the fulsome adoption of the Trusts strategic approach to involvement and engagement.
- Fully embrace and ensure multiagency responsibilities, such as safeguarding and social care led developments are fully embedded within the services.
- Ensure systems are in place to ensure variations in demand can be matched through efficient operational capacity management and to develop systems to anticipate demand variation.
- Deliver all the mandated and Trust agreed operational targets in service delivery within the agreed resources, particularly existing and new national standards provided by the Department of Health, commissioners or CQC and in line with the agreed annual business plan.
- Support the talent management strategy to ensure that Associate Directors and Associate clinical directors have the leadership and management skills and competences required in their management roles and ensure that there is a supportive and shared learning environment.
- Act as a change agent within operational services to a foster positive approach service development.
- With the support of the Human resources department lead on the Trusts workforce strategy.
- The post holder will identify risk for their areas of responsibility in line with the FT Risk Management Strategy and take ownership of risk management action plans allocated to them.

MANAGING PERFORMANCE IN OPERATIONS

- Take Board responsibility for monitoring performance of operational services against the agreed business plan and targets and standards.
- Implement a performance management system that holds staff accountable for achieving Trust objectives within service operations activities.
- Create a cultural drive for high standards of quality and performance across all services.
- Develop a high performing team of managers who work to key performance indicators and held to account for delivery.
- Contribute to the continual development of the performance management framework with a view to optimising the performance of all services.
- Work with staff from informatics and information technology to continually improve the timeliness, breadth and operational utility of reporting systems to support operational improvement.
- Working with the Medical Director and Director of Nursing, ensure that within each pathway, effective systems and processes are established to enable the delivery of the clinical governance, quality & risk management agenda.
- Ensure that delivery of operational targets & standards is in line with resource allocation.
- Ensure that risk management is fully embedded as part of the performance management approach.
- Ensure all budgets are performance managed to support delivery of the Trusts Financial plan.
- Ensure the provision and appropriate scheduling of capacity to meet demand from commissioners.

SERVICE DEVELOPMENT AND IMPROVEMENT

- Be responsible for driving forward and shaping a culture of change, innovation, learning and development. Support and facilitate the contribution of clinical leadership to this agenda.
- Ensure the further development of service integration with partner agencies to ensure effective care pathways across the local community environment.
- Ensure the use of service improvement methodology to improve efficiency, quality and the patients' experience throughout the services.
- Ensure the evaluation of service improvement initiatives and developments in terms of both project objectives and impact on service quality and performance. create and support an environment where evaluation, research and continuous improvement thrive.
- Working with the Associate Directors, Associate Clinical Directors, Director of Nursing and Medical Director ensure the actions from the Trusts Clinical Strategy are implemented.

GOVERNANCE, QUALITY AND RISK MANAGEMENT

- Ensure that the highest standards of Corporate and Clinical Governance throughout the services in line with compliance with all Trust Clinical Policies.
- Share corporate responsibility for monitoring the performance of services across all corporate and clinical indicators
- Support the development and implementation of the trusts approach to quality enhancement, ensuring that service users are given the best possible care with the best possible outcomes.
- Work with the nursing directorate on the Infection Prevention and Control (DIPC) and supporting the adoption Trust-wide of local and national policy regarding Infection Prevention and Control (IP&C) and cleanliness.
- Working with the nursing directorate to provide leadership and promote the importance of safeguarding. Fully support the implementation and practice of safeguarding children and adults' multiagency policies and processes.
- Working with the Governance & Risk Department, ensure the timely delivery of complaint responses and incident reports, delivering to Trust response standards. Ensure the operational services work with the Governance & Risk Department to gather lessons learnt, and share this widely across the Trust
- Working with the Governance and Risk Department, implement the Trusts Risk Strategy and maintain the service line risk registers to a high standard. Ensure that all risks are appropriately identified and that they are managed to reduce harm to service users, staff or damage the Trust reputation or financial plans.
- To be responsible for the development and approval of all the Trusts operational policies, ensuring there is a comprehensive system to keep these regularly reviewed and updated and applied to all relevant services. To ensure these policies are easily available to all staff and appropriately trained.
- Ensure all managers comply with the Trusts Standing Financial Instructions and scheme of delegation.

COMMUNICATION

- Work with the Communications Department to utilise a variety of communication tools to communicate well with patients and carers.
- Ensure there are regular systems to brief staff and receive feedback on service developments, performance and strategic matters.

- Maintain effective communications with other Directors and Corporate departments in order to ensure a corporate approach to the delivery of service operations and all other aspects of the portfolio.

STAFF MANAGEMENT

- Provide strong leadership to direct reports ensuring that effective management and performance systems are in place.
- Promote best practice, motivate and develop professional, non-professionally qualified support workers, administrative and management staff within the services to ensure they perform at the highest level.
- Regularly review the strategic workforce information and ensure appropriate action is taken to maximise service performance and maintain positive staff morale.
- Ensure effective appraisal, development & succession planning arrangements are in place that also ensure appropriate professional supervision is in place and that staff fulfil their professional CPD requirements
- Ensure the management of staff fully encompasses the Trusts staff health and wellbeing agenda.
- Ensure that the operational workforce reflects the diversity of the local population and the Trust fulfils its Equality duties.
- Challenge conventional approaches and drive forward change when needed demonstrating a commitment to creating a learning organisation culture to deliver continuous improvement.
- Lead and promote a culture that supports our values, supports and develops our staff to achieve and exceed our strategic priorities.
- To identify and nurture leadership potential and talent using the Trusts talent management processes.
- In line with the workforce strategy ensure the services have the right number of staff with the right skills profile to continue to provide high quality care.
- Through the Learning and Development department and Nursing Directorate ensure the needs of the operational services are fully reflected in the training commissions and the Trusts annual learning and development programme.

EMERGENCY AND BUSINESS CONTINUITY MANAGEMENT

- To be the Trusts lead on Emergency planning, ensuring the Trust is compliant with all appropriate standards and risks mitigated.
- Working closely with Executive Directors, the Associate Director leads for Estates and Facilities and Information Technology, to lead the development and implementation of a comprehensive business continuity system for the full range of service activities.
- Provide regular reports to the appropriate Board Committee, ensuring the level of control is appropriately assessed, managed and monitored.
- Lead the development and implementation of a regular programme to ensure business continuity plans are effective and fit for purpose.

STATUTORY/CORPORATE

- Fulfil all statutory responsibilities as a member of the Trust Board and an Executive Director of the Trust.
- In collaboration with executive and Board colleagues, fully participate in the development and regular review of the Trust's strategy and vision.
- Ensure that the Trust adheres to national policy and practice in all of the postholder's key areas of responsibility.

- To provide expert advice to the Board and Chief Executive across the full range of operational services.
- Take responsibility with other Directors for the quality of service and care provided to service users, the delivery of performance and the financial targets.
- Take a strategic role in the negotiation of service level agreements/contracts with Commissioners under the leadership of the Director of Integrated Services.
- Contribute to the corporate development of the Trust through the leadership of key areas of work agreed with the Trust Board.
- Comply with the corporate governance structure in keeping with standards and principles set by the Trust
- At all times, comply with the standards of conduct for Board members.
- Respect the confidentiality of all matters in relation to staff employment and service users.

OTHER DUTIES

- This job description is not intended to be restrictive and will be regularly reviewed. It may be amended in the light of changing circumstances following consultation with the postholder. It does not form part of the contract of employment.
- To take the lead for designated areas of work as identified by the Chief Executive.
- To be part of the Executive on call rota

4. General

- All staff are responsible for the continual compliance with CQC standards and outcomes.
- The postholder must be aware of, and work in line with, the Trust's Safeguarding Adults and Children procedures.

5. Personal Development

All staff are required to be appraised by their line managers at least once a year at a personal development review meeting where progress made over the last year is discussed and agreed. Focus on the following year's departmental and personal objectives will be identified, discussed and agreed. Where necessary, help and support will be provided and development opportunities agreed in line with service provision and the knowledge and skills competency framework.

Mandatory Trust Responsibilities

Amending The Job Description

This is a newly created role and it is expected that as the organisation develops and changes, it may be necessary to vary the tasks and/or the responsibilities of the postholder. This will be done in consultation with the postholder, and it is hoped that agreement can be reached to any reasonable changes.

Probationary Period

This post is subject to the requirements of a six month probationary period scheme for new staff only.

Confidentiality

The post holder must at all times maintain a complete confidentiality of the material and information that they handle. Any matters of a confidential nature, or in particular, information relating to diagnoses and treatment of patients and individual staff records must not, under any circumstances, be divulged or passed on to any unauthorised person or persons. The postholder must respect patient named confidentiality in keeping with “**Caldicott principles**”.

Code Of Conduct

North London Mental Health Partnership has a code of conduct for all non-registered staff in a direct care role. As an employee of the Partnership, you are expected to comply with this code at all times, and any breach of it whilst in practice will be investigated by the Trust.

Copies of the code of conduct can be obtained from the Human Resources Department and it is also available on the Camden and Islington NHS/Barnet Enfield and Haringay intranet.

Data Protection

All staff who contribute to patients’ care records are expected to be familiar with, and adhere to, the Trust’s Standards of Records Keeping Policy. Staff should be aware that patients’ care records throughout the Trust will be subject to regular audit.

All staff who have access to patients’ care records have a responsibility to ensure that these are maintained efficiently, and that confidentiality is protected in line with the Trust’s Confidentiality of Health Records Policy.

All staff have an obligation to ensure that care records are maintained efficiently, and that confidentiality is protected. Staff are also subject to this obligation both on an implied basis and also on the basis that, on accepting their job description, they agree to maintain both patient / client and staff confidentiality.

In addition, all health professionals are advised to compile records on the assumption that they are accessible to patients in line with the Data Protection Act.

Professional Registration

If you are employed in an area of work which requires membership of a professional body in order to practice (e.g. Nursing & Midwifery Council for nurses), it is a condition precedent of your employment to maintain membership of such a professional body. It is also your responsibility to comply with the relevant body’s code of practice. Your manager will be able to advise you on which, if any, professional body of which you must be a member.

You are required to advise the Trust if your professional body in any way limits or changes the terms of your registration.

Failure to remain registered or to comply with the relevant code of practice may result in temporary downgrading, suspension from duty and/or disciplinary action, which may result in the termination of your employment.

If you are required to have registration with a particular professional body or to have specific qualifications you must notify your manager on appointment of such fact and provide him or her with documentary evidence of them before your employment commences or, at the latest, on your first day of employment. Furthermore, throughout your employment with the Trust, you are required on demand by your manager to provide him or her with documentary evidence of your registration with any particular professional body or in respect of any required qualifications.

Risk Management

All Trust employees are accountable, through the terms and conditions of their employment, professional regulations, clinical governance and statutory health and safety regulations, and are responsible for reporting incidents, being aware of the risk management strategy and emergency procedures and attendance at training as required.

All staff have a responsibility to manage risk within their sphere of responsibility. It is a statutory duty to take reasonable care of their own safety and the safety of others who may be affected by acts or omissions.

All managers throughout the organisation have a responsibility to ensure that policies and procedures are followed, that staff receive appropriate training, that a local risk register is developed and monitored on a quarterly basis and any changes reported to the Clinical Governance Committee and Risk and Assurance Committee.

Managers are responsible for implementing and monitoring any identified risk management control measures within their designated area/s and scope of responsibility. In situations where significant risks have been identified and where local control measures are considered to be potentially inadequate, managers are responsible for bringing these risks to the attention of the Clinical Governance Committee or Risk and Assurance Committee if resolution has not been satisfactorily achieved.

Policies & Procedures:

The post holder will be expected to comply with all statutory legislation, Trust Financial Framework Guidance and approved national and local policy. The postholder is also expected to be aware of the Trust's Risk Management Strategy which includes the responsibilities placed on them by the Health & Safety at Work etc Act (1974) and the Clinical Governance Framework. All employees are expected to comply with all Trust Policies and Procedures.

Safeguarding

The Trust is committed to safeguarding and promoting the welfare of children, young people and vulnerable adults. All staff are expected to implement the Trusts' Safeguarding policies and procedures, act promptly on concern, communicate effectively and share information appropriately.

Health And Safety

Employees must be aware of the responsibilities placed on them by the Health & Safety at Work etc Act (1974) to ensure that the agreed safety procedure is carried out to maintain a safe environment for the other employees and visitors.

Infection Control

Employees must be aware of the responsibilities placed upon them by The Health Act (2008) to ensure they maintain a safe, infection free environment. This includes the knowledge and understanding of the management of infected patients and the principles of Standard Infection Control Precautions including the correct technique for Hand Washing and the appropriate use of Personal Protective Equipment (PPE)

General

The post holder will be expected to comply with all statutory legislation, Trust Financial Framework Guidance and approved national and local policy.

The postholder will be expected to be responsible for his/her continuing professional development and to take a proactive approach to maintaining personal and professional effectiveness in an evolving role.

The duties and responsibilities described in this Job Description are intended to be indicative but not exhaustive of the responsibilities of the postholder. As the Trust develops, the requirements of the job may change and the postholder is expected to adapt to these changes.

Equal Opportunities Policy

The Trust operates in a multi-ethnic area. All members of staff are expected to take into account the need for equality in all areas of work.

All employees are expected to abide by the Trust's equal opportunities policy, failure to do so could result in disciplinary action up to and including dismissal.

Person Specification for Chief Operating Officer

| Selection Criteria | Essential Criteria | Desirable Criteria |
|--|--|--------------------|
| Qualifications/ Registrations | Graduate level education and/or professional qualification | |
| | Educated to master's degree level or equivalent | |
| | Demonstrable experience, preferably supported by a formal management/ business qualification | |
| | Post-graduate management qualification | |
| | Evidence of continued professional development | |
| | Relevant professional Qualification | |
| | | |
| Skills/ Abilities | Ability to think operationally and strategically | |
| | First class communication and influencing skills | |
| | Politically aware with the ability to engage at a number of levels with a range of strategic partners | |
| | Familiar with, and committed to, the principles and values of the NHS | |
| | Resilient and able to work in a pressurised environment | |
| | Ability to use initiative and work unsupervised to achieve results and meet deadlines | |
| | Confident in dealing with directors, clinicians and other senior individuals both within and outside the trust | |
| | Team player with good interpersonal skills | |
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|----------------------------------|---|--|
| Experience/ Knowledge | An experienced leader, with experience of developing and implementing strategic plans at a senior management level in a comparably complex environment. | Understanding of the regional and local healthcare landscape |
| | Good experience of operationally delivering services either in a health or similar environment | A good understanding of working for, or with, mental health and community service providers. |
| | Demonstrable evidence of working at senior management level within a healthcare or similar environment with a strong understanding of the policy and operational demands in which the NHS is operating. | |
| | Good track record of managing and leading staff and inspiring others to deliver. | |
| | A strong track record of working with a wide range of strategic partners at a local, regional and national level, with the ability to help position the Trust in order for it to thrive in a fast changing landscape. | |
| | Knowledge of the NHS planning system, including the means by which resources are allocated and services are commissioned. | |

Date: April 2024