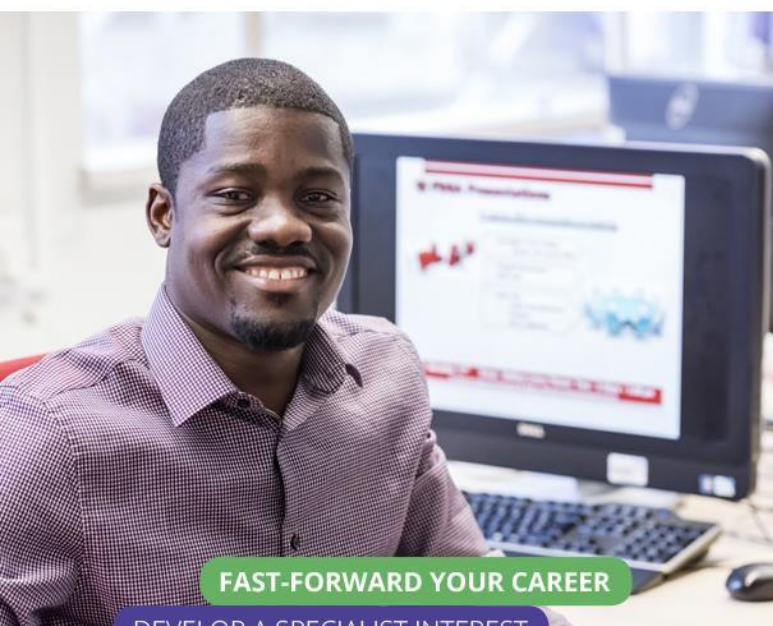


Recruitment information pack



FAST-FORWARD YOUR CAREER

DEVELOP A SPECIALIST INTEREST

BE PART OF A SUPPORTIVE TEAM



STRUCTURED CAREER PROGRESSION

LEADERSHIP COURSES

SCOPE TO DEVELOP NEW SKILLS

WHO WE ARE

Join Imperial College Healthcare and become part of a community of over 15,000 staff working with a wide range of partners to offer 'better health, for life'.

Formed in 2007, we are one of the largest NHS trusts in the country – providing acute and specialist care to over a million patients each year in central and north London and beyond.

With a global reputation for ground-breaking research and innovation as well as excellence in education, we offer huge expertise across a wide range of clinical specialties.

Alongside our five hospitals – Charing Cross, Hammersmith, Queen Charlotte's & Chelsea, St Mary's and the Western Eye – we have a growing number of community and digital services, reflecting our commitment to developing more integrated care with our partners. We also provide private healthcare at all of our hospitals (in dedicated facilities).

Together with Imperial College London and two other NHS trusts, we form one of six academic health science centres in the UK – focused on translating research into better patient care. We also host one of 20 National Institute for Health Research biomedical research centres in partnership with Imperial College London.

Our mission is to be a key partner in our local health system and to drive health and healthcare innovation, delivering outstanding care, education and research with local, national and worldwide impact.

OUR VALUES AND BEHAVIOURS

With our staff and partners, we have developed a clear and ambitious vision as well as a set of core values that shape everything we do. Together they guide our organisational strategy and our behaviours framework:

- **Kind:** we are considerate and thoughtful so everyone feels valued, respected and included
- **Collaborative:** We actively seek others' views and ideas so we can achieve more together
- **Expert:** We draw on diverse skills, knowledge and experience so we provide the best possible care
- **Aspirational:** We are receptive and responsive to new thinking, so we never stop learning, discovering and improving

OUR HOSPITALS

Our hospitals and services

We have five hospitals on four sites, as well as a growing number of community and digital services across central and west London:

Charing Cross Hospital, Hammersmith.

Charing Cross Hospital offers outstanding day surgery and cancer care, award-winning dementia services and medicine for the elderly, and is a renowned tertiary centre for

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Charing Cross | Hammersmith | St Mary's |
Queen Charlotte's & Chelsea | Western Eye

neurosurgery with a hyper-acute stroke unit. It is also a hub for integrated care in partnership with local GPs and community providers.

Hammersmith Hospital, Acton

Hammersmith Hospital is a specialist hospital renowned for its strong research connections and haematology service. It is home to a dedicated heart attack centre and Europe's largest renal transplant centre.

Queen Charlotte's & Chelsea Hospital, Acton

Queen Charlotte's & Chelsea Hospital is a maternity, women's and neonatal care hospital. It is a tertiary referral centre and looks after women with high-risk, complicated pregnancies, as well as providing a midwife-led birth centre.

St Mary's Hospital, Paddington

St Mary's Hospital is a large, acute hospital and hosts one of the four major trauma centres in London, alongside a 24-hour A&E department. With one of the most renowned paediatric services in the country, St Mary's is also home to Imperial Private Healthcare's Lindo Wing.

Western Eye

The Western Eye Hospital in Marylebone is a specialist eye hospital with an A&E department.

WHY JOIN US?

Be yourself with us and bring your ideas to life:

We're creating an organisation that embraces difference as our biggest strength. Whatever your background, we want you to feel that you belong and are valued. Be yourself at work and bring your ideas to life: there are so many opportunities for you to shape better health and care and to have your say – wherever you are in your career.

You'll experience a warm welcome when you join our #ImperialPeople. Our work to deliver 'Better health, for life' extends to how we make the most of our own lives and you can look forward to being part of a fun and friendly team that supports your career aspirations and personal circumstances.

Make a real impact on health and care:

At Imperial College Healthcare, you're never just your band or a uniform – we encourage everyone to share their ideas and take ownership of change and improvement. Whether it's introducing a new way of working, collaborating with other organisations, or making your voice heard, your decisions can make a lasting difference to patients and our local communities.

Work in truly progressive hospitals with an impressive history of research discoveries, world-first procedures, and technological advancements, from discovering penicillin to developing robotic surgery and advancing digital healthcare. There are plenty of opportunities to blaze your own trail and we support all our staff to pursue formal education, conduct research and

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take part in courses, seminars, and training programmes – including giving study leave. For local students, school leavers and people looking for entry level positions we offer work experience and apprenticeship schemes.

Move beyond your job description and create your own career future with a leadership team that listens to you. We are proud to describe ourselves as a progressive and transparent organisation that is committed to improvement, creating a psychologically safe environment, and living by our values to be kind, expert, collaborative and aspirational. Our thriving staff networks are a great example of how we listen and learn from - and with - our people.

Join a supportive team working for your local community

We're a close-knit staff community with a shared vision for Better health, for life. As well as caring for patients at every stage of life, we're playing an active role in tackling health inequalities across the whole of north west London – from supporting community organisations to creating employment opportunities for local people, for example through our sponsored nursing associate programme. We're working closely with other health and care organisations in London too as part of an integrated care system, and redeveloping all of our hospital sites to transform the environment and facilities for our patients and our staff. Our Green Plan is helping to ensure we're becoming more sustainable and reducing our impact on the environment. There are plenty of opportunities for you to get involved with these projects and many more when you join our vibrant, international community – read about our stories online [#ImperialPeople](#)

Caring for patients, caring for each other:

We've all worked long and hard during the pandemic and the health and wellbeing of our staff is more important to us than ever. We've taken every precaution to make sure our staff are protected from Covid-19, have access to the right PPE and can get tested and vaccinated with us. Taking breaks in a comfortable environment and having access to high quality food and refreshments is what our staff tell us is important to them, so we've focused on refurbishing break rooms, kitchens, shower rooms and changing rooms, rolling out dedicated interior designed staff lounges and transforming our paid-for and free food offers. We celebrate our staff successes and have marked our journey through the pandemic – through thank you events like our staff festival Gratitude, and even a staff talent show! Alongside staff benefits, we've offered a steady stream of free staff activities and discounts throughout this period and benefitted from great relationships with local businesses and suppliers who continue to support our staff. If you are in need of mental health support, we have a dedicated staff counselling service and a range of short courses to support you and those around you, like psychological first aid.

For further information about our Trust please visit our website at:

<https://www.imperial.nhs.uk/>

Welcome from Claire Hook, Chief Operating Officer and Deputy CEO



Dear Applicant,

Fulfil your potential in hospitals that make history!

Thank you for your interest in working here at Imperial College Healthcare NHS Trust, and the position of Hospital Director for Charing Cross. It is an important and challenging role and one that I think will be enjoyable and rewarding in equal measure.

Upon joining us, we will support you to achieve extraordinary things with extraordinary people. You'll be working with our teams to provide outstanding healthcare and to put the needs of our patients at the heart of all that we do and plan for.

We are an NHS Trust of over 15,000 people, providing care for over a million patients every year from North West London and beyond. We have a rich heritage and an ambitious vision for our Trust's future and its role within the community, driven by our commitment to providing the best possible care for our patients and population. The role of a Hospital Director is central to enabling us to achieve our goals, and will provide the challenges necessary for you to further develop your career within healthcare. With five hospitals on four sites, as well as a growing number of community and digital services across the sector, we are sure that Imperial will be a platform from which you can contribute much, and thrive in. You will have the opportunity to lead at the renowned Charing Cross site, and provide the leadership that will help inspire the broad range of staff working there to continue to deliver all that we can.

Recently we set out on a new journey, formally becoming part of the North West London Acute Provider Collaborative, and building on the existing joint working with our acute partner trusts: Chelsea & Westminster Hospital NHS Foundation Trust, London North West University Healthcare NHS Trust and The Hillingdon Hospitals NHS Foundation Trust. Together, we are responsible for the healthcare needs of over 2.1 million people living across the eight boroughs of North West London. The Acute Provider Collaborative exists to reduce unwarranted variation in outcomes and access to services, and in health inequalities, and our senior leaders have a crucial role to play in realising this ambition.

Working alongside our corporate, clinical and operational teams, you will drive improvement whilst role-modelling the values that drive all of us who work at Imperial College Healthcare NHS Trust; expert, kind, collaborative and aspirational. You will be an integral part in delivering for our population and furthering the collaboration and sharing of best practice which helps drive that. Working as part of this sector-

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wide healthcare system does provide an additional set of challenges compared to other large teaching trusts, and you will not only be able to help solve them, but also shape the overall strategy which governs our response.

This is an exceptional job, and I am looking for an exceptional individual to fulfil it. It will need a person with significant operational, financial and performance management experience, who is able to lead in a large organisation and manage competing demands in order to help us deliver on important milestones today whilst preparing for the years ahead. I am also looking for someone who has excellent analytical skills, creativity and insight, and the necessary communication, leadership and team working qualities to support all our services to be the best they can be.

If you are a leader who acts with integrity; can independently make bold, brave and courageous decisions; is able to understand the organisational and sector-wider contexts and present them in a way that everyone can make sense of; and is able to create and embed a strategy which engages clinical teams in all that they do, I would love to hear from you.

CEHook

Claire Hook
Chief Operating Officer & Deputy Chief Executive Officer
Imperial College Healthcare NHS Trust

JOB DESCRIPTION

Job Title	Hospital Director for Charing Cross Hospital
Band	9
Directorate/ Department	Site Operations
Division	Chief Executive Office
Location of work	CXH
Hours	37.5
Reports to	Chief Operating Officer
Accountable to	Chief Operating Officer

1. Job purpose

The Hospital Director provides managerial leadership to the hospital sites, motivating and supporting staff to deliver the objectives of the Trust and hospital site to ensure the best possible patient experience and care 24 hours a day, 7 days a week and 365 days a year.

The Hospital Director works with the Divisional and Directorate management teams and the Executive Team to support the day to day activities, empowering local teams to resolve issues at site level by cross divisional working and pulling together all site based support services. This includes site based bed management and admissions.

The Hospital Director co-ordinates, resolves and escalates timely completion of any issues affecting patient care and experience, e.g. estates, infrastructure, ICT, infection control, security, fire safety, safe staffing, and support any patient complaints through rapid escalation to the divisional teams for timely intervention. They ensure in-hours support to any patients' complaints through rapid escalation to divisional teams, liaising with patients where appropriate. They also respond pro-actively to any issues operational or otherwise that breach CQC regulatory requirements and highlight these areas at the site based meetings or to divisional teams if urgent action is required.

2. Key stakeholders

- Chief Executive Officer
- Chief Operating Officer
- Deputy Chief Operating Officers and Hospital Directors
- Executive directors
- Hospital Medical Directors
- Divisional and Directorate management teams
- Site operations
- Estates and Facilities
- Performance support
- Infection, prevention and control
- Peers in the Acute Provider Collaborative
- Peers in other NWL Trusts
- NWL ICS
- NHSE/I

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- LAS

3. Key areas of responsibility

- Develop and maintain effective day to day patient flow pathways through the hospital utilising all necessary escalation of issues affecting these pathways on a 24 hours a day, 7 days a week, 365 days a year basis.
- Establish effective strategies to ensure that the hospital site is prepared for any inspection (CQC or otherwise) and liaise and coordinate with divisions and support services e.g. estates and facilities to ensure the site is clean and infrastructure satisfactory.
- Establish strategies for Site Operations and Emergency Planning that reflect the Trust's overall objectives, including service redesign and development as well as implementing policies to support Trust operational targets.
- Ensure that the Trust is able to meet key site operational and emergency planning performance targets through the effective management and integration of all systems.
- Provide support to the Divisions and Directorates ensuring that the day to day management of patient flow complies with good practice and meets their needs on a site basis, offering cross site coordination as required.
- Lead the development and application of systems, control processes and risk management arrangements that ensure full compliance with internal and external governance and best practice requirements in relation to Executive Committee assurance.
- Develop pan-London relationships across other Trusts, ICSs and other public bodies.
- Work as a key member of the team in developing decant, ward moves and plans to support service change and site re-development.
- Contribute to and lead the development and implementation of cross-site protocols and policies to improve Site Operations and Emergency Planning, ensuring all areas work to common goals to support development of patient pathways.
- Accountable for the budget, including acting as authorised signatory across the department with responsibility for ensuring financial control.
- Work with the Communications Department to anticipate and respond to media interest arising from emergency planning and resilience issues and to co-ordinate such interest proactively.
- Support and co-ordinate responses to media enquiries with divisional leads.
- Co-ordinate and produce plans for large scale events that will affect the business as usual operational running of the hospital site through close collaboration with divisional/directorate teams.

- Ensure all VIP plans are coordinated and in place for patients that are of media interest. Coordinate all plans for any VIPs requiring admission to the hospital site and ensure that communications and an appropriate briefing are coordinated.
- Undertake site walkabouts to troubleshoot site issues on a daily basis.
- Work with the Divisional Directors of Operations and General Managers to achieve best practice admission and waiting list management.
- Support the Divisional Directors of Operations in the achievement of RTT.
- At times of bed pressures, support divisions to work together to balance ED demand with elective demand.
- Provide support on the Trust discharge planning process in the management and funding of delayed discharges alongside the Division of Medicine and Integrated Care complex discharge team.
- Liaise with social services, the ICS and local authorities in the management and funding of delayed discharges alongside the Division of Medicine and Integrated Care complex discharge team.
- Collaborate with the ICS and divisional teams in the development of pathways and referral guidelines.
- Review and implement the Trust protocol for inter-hospital transfer to reduce delayed transfers of care, repatriations and patients medically fit for discharge. Manage escalation of delay to external Trusts' Directors of Operations, COO and CEO as appropriate.
- Accountable for setting the level of escalation required by all sites and activate response on a daily basis.
- Provide leadership and line management to the site operations, emergency planning or performance support teams.
- Accountable for and management of the multiple budgets managed within this role and for contributing to corporate budget setting and management associated with the role.
- Work with admissions and bed management teams to manage capacity to ensure the best fit between the competing pressure of elective and emergency admissions.
- Link with infection control teams to raise the profile of infection control in bed management, reducing length of stay through more effective management of infections.
- Lead on the development and implementation of policies to support coordinated capacity management.
- Lead on standardising working practices and policies across all hospital sites in relation to site management, bed management and the hospital at night to include achieving

compliance of the EWTD for medical staff, ensuring that these are in line with corporate policies.

- Support escalation and management of safeguarding children and young people and maternity cases on site where required.
- Support escalation and management of safeguarding adults on sites where required.
- Develop site based business continuity plans in conjunction with directorate and divisional leads.
- Deal with and action any staffing issues that protect safe staffing levels.
- Contribute to strategic capacity planning and reconfiguration of services across the Trust through site based committee meetings.
- Lead on and participate in a variety of audits including critical care - levels of care audit.
- Lead responsibility for ensuring that major information systems are in place across the sites, in line with corporate systems and functionality.
- To ensure all team members receive an annual appraisal and feedback on performance, ensuring clinical and non-clinical competencies are met.
- Participate in the Senior Managers on-call rota.
- Act as the senior operational manager (Gold Control) in the event of a major incident or business continuity incident during the day.
- Contribute to the Trust's compliance with the Freedom of Information Act (2004) by making judgements about response content and taking decisions within the agreed response times.
- Brief the Executive team on any major operational activities and actions taken which will significantly disrupt the flow of in-patients, running of the Trust or reputation of the organisation.
- Act as an ambassador for the Trust at all times.

4. Scope and Purpose of Job Description

A job description does not constitute a 'term and condition of employment'. It is provided only as a guide to assist the employee in the performance of their job. The Trust is a fast moving organisation and therefore changes in employees' duties may be necessary from time to time. The job description is not intended to be an inflexible or finite list of tasks and may be varied from time to time after consultation/discussion with the post holder.

PERSON SPECIFICATION

Directorate/ Department	Job Title	Band
Site Operations	Hospital Director	9

Criteria Relevant to the Role	Essential	Desirable
Education/ Qualifications	<ul style="list-style-type: none"> • Masters level education (MBA, MA, MSc) or equivalent experience; • Significant experience of managing services in a complex healthcare setting, including substantial experience at senior management level. Successful track record of staff management, financial management, performance and change management 	<ul style="list-style-type: none"> • Project Management Qualification eg PRINCE 2 • Diploma level management qualification
Experience	<ul style="list-style-type: none"> • Demonstrable success in delivering change and performance with and through your management and clinical teams by engaging them in the strategic direction and delivery plans, establishing clear work priorities with them, delegating effectively, ensuring a capability to deliver, monitoring performance and giving feedback • A good understanding and experience of implementing NHS policy, practices and procedures and the changing NHS environment • Detailed knowledge of risk management and assurance framework concepts and how these fit within a governance framework for a complex multi-site organisation 	<ul style="list-style-type: none"> • Demonstrable success of managing major incidents using detailed knowledge and experience of the concepts of emergency planning within a very complex multi-site organisation
Skills/Knowledge/ Abilities	<ul style="list-style-type: none"> • Ability to analyse highly complex problems and to develop practical and workable solutions to address them • Ability to think and plan strategically, tactically and creatively, and to prioritise work programmes in the face of competing demands • Ability to manage and deliver to deadlines and within resources • A strong sense of personal and team accountability coupled with a clear 	

	<p>understanding of the boundaries around delegated authority, responsibility and accountability</p> <ul style="list-style-type: none"> • Ability to collaborate constructively with internal and external partners and a good understanding of clinical network issues to create the conditions for successful partnership working • Ability to write very complex business plans and policies and translate this into operational practice • Highly developed leadership and influencing skills with the ability to enthuse, motivate and involve individuals and teams, and have them understand the Trust's and your performance expectations • Ability to be intellectually flexible and to look beyond existing structures, ways of working, boundaries and organisations to produce more effective and innovative service development partnerships • A commitment to improving patient services through an ability to sustain a clear performance focus on achieving demanding goals • High level of organisational skills, self-motivation, drive for performance and improvement and flexibility in approach and attitude • Strong sense of commitment to openness, honesty and integrity in undertaking the role • Developing and maintaining positive business relationships with individuals internal and external to the Trust • Decisive judgement, making good decisions in a timely and confident manner • Having the personal courage to address difficult issues in the face of potential opposition • In-depth problem solving and analysis – solving difficult problems through careful and systematic evaluation of information, possible alternatives and consequences • Courage of convictions – have the personal courage to address difficult issues in the face of potential opposition • Planning and organising - effectively, defining objectives, anticipating organisational need and priorities and effectively handling multiple demands and competing deadlines 	
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	<ul style="list-style-type: none"> • Driving for results – challenging the team and the Trust to excel and achieve • Safety - understands the importance of safety practices and techniques, complies with and implements these practices effectively, and encourages others to do so • Team Leadership - leading others to accomplish team goals and objectives • Conflict Management - managing conflict between people and effectively resolving sensitive issues • Meeting leadership - having the skills to efficiently and effectively lead or manage meetings to productive ends • Respecting diversity – understanding, accepting and being sensitive to individual differences. Treating all people equally • Sound political judgement and astuteness in understanding and working with complex policy, diverse interest groups and common sense in knowing when to brief ‘up the line’ • Ability to co-ordinate and manage complaints, including experience of dealing with face to face communication with emotionally distressed patients / relatives / staff and to translate highly complex, technical information in a simple and concise manner to staff or patients • Excellent interpersonal and communication skills 	
Values and Behaviours	<ul style="list-style-type: none"> • Kind -considerate and thoughtful, respect and include others • Collaborative - actively seek others’ views and ideas, so we achieve more together. • Expert - draw on our diverse skills, knowledge and experience to provide the best possible care. • Aspirational - receptive and responsive to new thinking, never stop learning, discovering and improving. 	

Additional information

1. Health and safety

All staff are required to make positive efforts to maintain their own personal safety and that of others by taking reasonable care, carrying out requirements of the law whilst following recognised codes of practice and Trust policies on health and safety.

2. Medical Examinations

All appointments are conditional upon prior health clearance. Failure to provide continuing satisfactory evidence if required, e.g. of immunization, will be regarded as a breach of contract.

3. Equal Opportunities

The Trust aims to promote equal opportunities. A copy of our Equality Opportunities Policy is available from the Human Resources department. Members of staff must ensure that they treat other members of staff, patients and visitors with dignity and respect at all times and report any breaches of this to the appropriate manager.

4. Safeguarding children and vulnerable adults

Post holders have a general responsibility for safeguarding children and vulnerable adults in the course of their daily duties and for ensuring that they are aware of specific duties relating to their role.

5. Disclosure & Barring Service/Safeguarding Children & Vulnerable Adults

Applicants for many posts in the NHS are exempt from the Rehabilitation of Offenders Act 1974. Applicants who are offered employment for such posts will be subject to a criminal record check from the Disclosure & Barring Service before appointment is confirmed. This includes details of cautions, reprimands and final warnings, as well as convictions. Further information can be found via: <https://www.gov.uk/government/organisations/disclosure-and-barring-service>. Post holders have a general responsibility for safeguarding children and vulnerable adults in the course of their daily duties and for ensuring that they are aware of specific duties relating to their role. Staff are obliged to disclose to the Trust during employment any pending criminal convictions, including cautions, and any other information relevant to the safeguarding of children or vulnerable adults.

6. Professional Registration

Staff undertaking work which requires professional registration are responsible for ensuring that they are so registered and that they comply with any Codes of Conduct applicable to that profession. Proof of registration must be produced on appointment and at any time subsequently on request.

7. Work Visa/ Permits/Leave to Remain

If you are a non-resident of the UK or EEA you are required to have a valid work visa and leave to remain in the UK, which is renewed as required. The Trust is unable to employ or continue to employ you if you require but do not have a valid work visa and/or leave to remain in the UK.

8. Conflict of Interests

You may not without the consent of the Trust engage in any outside employment and in particular you are disqualified from an appointment as a chair or Non-Executive Director of another NHS Trust whilst you are employed by this Trust. In accordance with the Trust's Conflict of Interest Policy you must declare to your manager all private interests which could potentially result in personal gain as a consequence of your employment position in the Trust. The NHS Code of Conduct and Standards of Business Conduct for NHS Staff require you to declare all situations where you or a close relative or associate has a controlling interest in a business or in any activity which may compete for any NHS contracts to supply goods or services to the Trust. You must therefore register such interests with the Trust, either on appointment or subsequently.

9. Infection control

It is the responsibility of all staff, whether clinical or non-clinical, to familiarise themselves with and adhere to current policy in relation to the prevention of the spread of infection and the wearing of uniforms.

- **Clinical staff** – on entering and leaving clinical areas, and between contacts with patients, staff should ensure that they apply alcohol gel to their hands and wash their hands frequently with soap and water. In addition, staff should ensure the appropriate use of personal protective clothing and the appropriate administration of antibiotic therapy. Staffs are required to communicate any infection risks to the infection control team and, upon receipt of their advice, report hospital-acquired infections in line with the Trust's Incident Reporting Policy.
- **Non clinical staff and sub-contracted staff** – on entering and leaving clinical areas and between contacts with patients all staff should ensure they apply alcohol gel to their hands and be guided by clinical staff as to further preventative measures required. It is also essential for staff to wash their hands frequently with soap and water.
- **Flu vaccination** – the Trust's expectation is that all patient-facing staff have an annual flu vaccination, provided free of charge by the Trust. Staffs have a responsibility to encourage adherence with policy amongst colleagues, visitors and patients and should challenge those who do not comply. You are also required to keep up to date with the latest infection control guidance via the documents library section on the intranet.

10. No Smoking

The Trust operates a smoke free policy.

11. Professional Association/Trade Union Membership

The Trust is committed to working in partnership with Trades Unions and actively encourages staff to join any Trade Union of their choice, subject to any rules for membership that the Trade Union may apply.