



# Recruitment Pack

## Chief Operating Officer



Gloucestershire Health and Care  
NHS Foundation Trust



# Welcome

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Dear Applicant

Thank you for your interest in joining the Gloucestershire Health & Care NHS Foundation Trust as our Chief Operating Officer (COO).

We provide community and inpatient physical health, mental health and learning disability services for the people of Gloucestershire of all ages.

We're transforming our services by co-producing what we do with the people and communities we serve, building on their strengths and using their insights to drive change. We have a clear focus on tackling inequalities and promoting inclusion. Forward thinking and ambitious, we are using quality improvement methodology and the best available technology to provide excellent quality services that enhance access and choice.

We take our position as an anchor institution seriously and have clear ambitions to be sustainable and to contribute to the wellbeing of our vibrant local economy. As we enter the next phase of development we're looking for an accomplished executive leader to join us who shares the values and ambitions we are so passionate about.

The Chief Operating Officer (COO) is a critical role, responsible for ensuring the provision of day-to-day safe, high quality, patient-centred services that meet performance targets within resources and are continually improving and adapting to the changing needs of the population and contributing to a reduction in health inequalities. As an Executive Director and Board member, you will hold a significant senior leadership role in the future development and transformation of our Trust and the services we provide.

Relevant experience gained within the NHS is essential for this role. We're looking for accomplished, highly motivated candidates with a proven track record of achievement at, or near, Board level, a positive mindset and experience of providing operations and service delivery in another comparably complex organisation. You will have held at least one substantial leadership role within mental health, learning disabilities and / or physical health services, and will offer successful experience of, and insight into, the management of complex organisation-wide transformational change.

If you believe you have the skills and qualities we are looking for, we'd very much like to hear from you.

**Douglas Blair**  
Chief Executive



# About us

Gloucestershire Health and Care NHS Foundation Trust is intent on delivering the aspirations set out in our five-year strategy, Better Care Together – With You, For You. In achieving our mission of enabling people to live the best lives they can, we are committed to delivering excellent, high-quality services and to being an integral part of the health and wellbeing of the communities we serve.

We were rated “Good” overall by the CQC – with two Outstanding service lines – following inspection in May 2022; we also have a strong financial record (in 2022/23 our budget was £256m). Our Colleagues Survey results – joint best in the south west within our benchmark group – said 69.8% of colleagues recommended our Trust as a place to work and 73.9% would recommend our care provision.

We pay close attention to our culture, values and engagement with Trust colleagues and stakeholders. Our vision and values were created with the participation of over 2,000 people and define how we are with people who use our services, families, carers, partners and each other.

## Mission and aims

Our Trust Mission is: enabling people to live the best lives they can. We believe that everybody who joins our team should benefit from this and contribute to achieving it, too.

Our Trust Aims are: High Quality Care, Better Health, Great Place To Work, and Sustainability.

## Trust values

### working together

- Listen closely and consider everyone’s point of view
- Work in partnership and recognise each other’s expertise
- Communicate openly, honestly and effectively
- Cooperate and support one another

### respectful and kind

- Value each other’s individuality
- Show appreciation when things go well
- Be friendly approachable and welcoming
- Uphold and protect dignity and wellbeing

### always improving

- Actively seek solutions and ways to improve
- Speak up to promote safety and quality
- Keep learning and developing to make things better
- Be a role model with a positive, can do approach

### making a difference

- Take responsibility for our actions
- Take time to understand
- Be open to feedback
- Make the best use of available resources

## Dimensions

The Trust provides physical community health and care, mental health, and specialist learning disabilities services for Gloucestershire.



Population:  
**637,070**



Patient contacts:  
**979,272**  
per annum



Professions:  
**40+**



Sites:  
**55**



Referrals:  
**344,968**  
per annum



Workforce:  
**5,800**  
(inclusive of bank)



Services:  
**106**



Budget:  
**£300m**

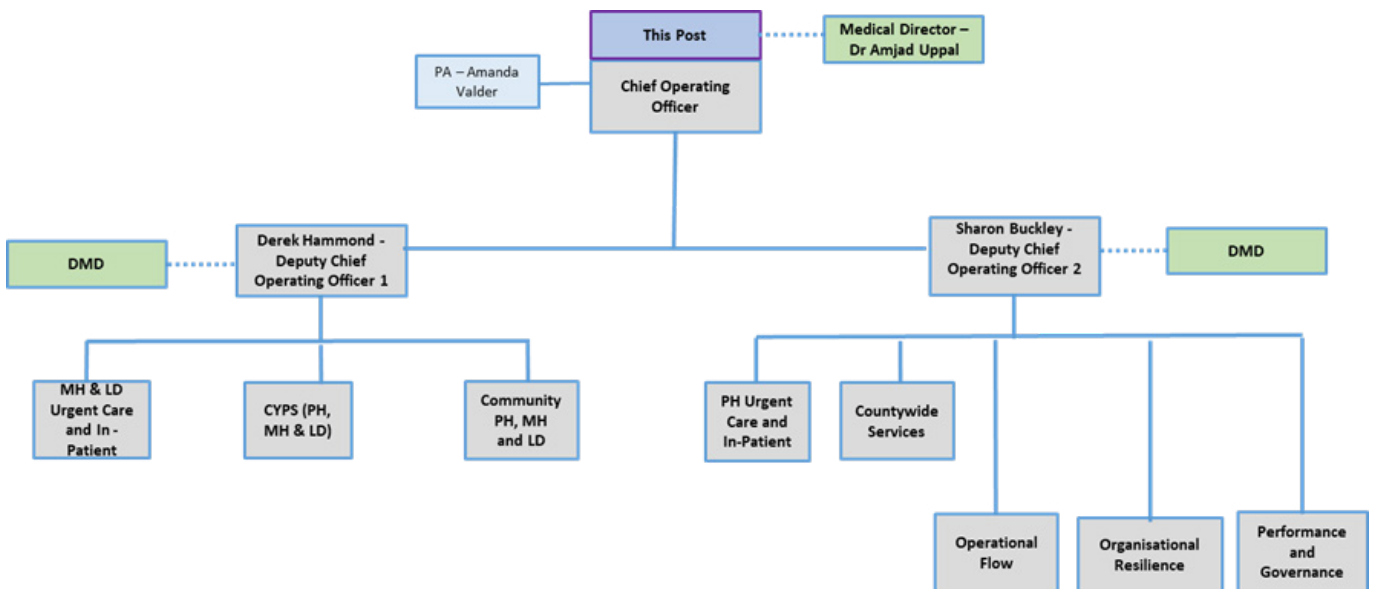
## About our county and system

Our county is as fascinating as it is beautiful. Historically and culturally Gloucestershire has a lot going for it, from the roar of the crowds at Kingsholm Stadium and Cheltenham Racecourse to the tranquility of the Cotswolds and the Forest of Dean, to castles, cathedrals, the Gloucester History Festival and the cultural significance of the Cheltenham Jazz, Literature and Science Festivals. It has large rural areas as well as two urban centres and, whilst mainly affluent, it also has areas of significant deprivation.

Our system, One Gloucestershire, is a coterminous Integrated Care System, with six district and borough councils working with health and social care partners at locality level in multi-agency Integrated Locality Partnerships. Our Trust has a seat on the Integrated Care Board and there is a high level of collaboration between the ICS and the Trust at Board and clinical leadership levels.

We have been working with our colleagues in the One Gloucestershire Integrated Care System, to develop an approach which will transform health and social care provision in the years to come. The plans involve not only NHS Trusts and local authorities, but voluntary sector organisations, communities, colleagues, and the public. These plans will enable our Trust and our partners to meet the increasing demands placed upon us and provide a responsive, high quality and equitable service to our communities that is sustainable for the future.

## How we are structured



## Read more about us and about the ICS

You can find out more about the Trust by visiting <https://www.ghc.nhs.uk/>

You can find out more about the Gloucestershire ICS by visiting: [www.nhsglos.nhs.uk](http://www.nhsglos.nhs.uk)

# Role Description

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<b>Role title</b>	Chief Operating Officer (COO)
<b>Accountable to</b>	Chief Executive
<b>Accountable for</b>	Directorate line management responsibility for 3665 wte and budgetary responsibility of £178.64m expenditure.

## Working relationships

Board of Directors; Locality and Service Directors, Managers; Heads of Services, clinicians, colleagues and volunteers; the Gloucestershire ICS: Gloucestershire Clinical Commissioning Group; Primary Care colleagues, LMC and PCNs; CEOs, COOs and Directors of other trusts; Voluntary and independent organisations; Local Authorities; Foundation Trust Governors and Members; Trades Unions and Professional Organisation Representatives; contractors and private sector providers, and NHS England.

## Role purpose

The Chief Operating Officer (COO) is a critical role, responsible for ensuring the provision of day-to-day safe, high quality, patient-centred services that meet performance targets within resources and are continually improving and adapting to the changing needs of the population and contributing to a reduction in health inequalities. As an Executive Director and Board member, the COO holds a significant senior leadership role in the future development and transformation of the Trust and the services we provide.

## Portfolio responsibilities

- All operational services, organised into five divisions:
  - Mental Health & Learning Disability Urgent Care and In-Patient
  - Physical Health Urgent Care and In-Patient
  - Community Physical Health, Mental Health & Learning Disability
  - Children Young People Service (CYPS) Directorate
  - Countywide Services
- Integrated Clinical Patient Flow Services
- Emergency Accountable Officer
- Individual Placement Support Executive Lead
- Patient and Carer Race Equality Framework (PCREF) Executive Lead
- Interpretation and Translation Service
- All mental health and learning disability services across both inpatients and community
- All physical health services across both inpatients and community
- All urgent care services for both physical and mental health
- All countywide services for specialist services and equipment, therapies and sexual health
- All children's physical health services
- All child adolescent mental health services

# Core responsibilities of the role

- **Service delivery.** The COO is the leader of our day to day service delivery, ensuring that services are being delivered in line with expectations and their reliability and resilience is maintained. The COO needs to be able to switch between setting long term strategic direction and resolving urgent operational issues multiple times during a typical working day.
- **Partnership and system working.** The COO takes the lead for the Trust in maintaining and improving flow through the urgent care system, while also forming good relationships with key individuals in our Integrated Care Board and partner Trusts and Councils to delivery system-wide initiatives and programmes and design, co-produce and implement new or improved services.
- **Strategic development and change.** Working closely with Executive colleagues, particularly the Director of Improvement and Partnerships, as well as broader system partners, the COO will be at the centre of developing the strategic direction for our service offers and the implementation of change in pursuit of the strategy. In particular, the COO will champion workforce and skills development as a key enabler of long-term sustainability.
- **Leadership and organisational development.** As the Director responsible for a large proportion of total GHC colleagues, the postholder plays a leading role in promoting and maintaining positive culture and behaviours in line with our core values.
- **Governance and accountability.** The COO will ensure that operational services are being delivered in line with contractual, regulatory and financial requirements, working closely with the Medical Director and Director of Nursing, Therapies and Quality on issues of clinical safety and governance. They will also ensure that colleagues and the Board are kept informed with sufficient timely and accurate information on service delivery performance and operational issues.



# Specific Key Responsibilities

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## Service Delivery

Leading the implementation of the efficient and effective provision of a range of services within agreed contractual, access and performance targets utilising processes of quality and continuous improvement by:

- Providing leadership at a strategic level for the delivery of services.
- Providing leadership, direction and support to operational management leads and their teams, advocating for local population needs and services delivered in accordance with established policies, standards and service objectives.
- Managing and monitoring the performance of services to achieve the agreed contractual targets, the NHS Standard Contract of Service and regulatory requirements.
- Working with the Director of Nursing, Therapies and Quality to ensure the existence of risk management, management and quality control systems to ensure the efficient, effective and economic utilisation of resources.
- Ensuring there is clear focus on delivering financial performance and, in particular, identifying and delivering cost improvement programmes.
- Providing reports on the delivery of Key Performance Indicators and the Board Assurance Framework to the Board and its Committees.

## Partnership and system working

As an Executive Director:

- Acting as an ambassador for the Trust, contributing to high standards of openness, accessibility and public accountability and subscribing to the NHS Code of Conduct and the Nolan Principles.
- Participating in collective system programmes and projects, demonstrating our core value of 'Working Together'.
- Contributing to the building of positive, effective working relationships with other health and social care providers and agencies within the ICS and beyond.
- Contributing to the development of effective strategies to communicate the Trust's position effectively to commissioners, service users and carers, the public, media and politicians to ensure the Trust maintains the confidence of the people of Gloucestershire.
- Ensuring provision of high-quality services to, and in collaboration with partners within the wider health and social care economy.

## Strategic development and change

In partnership with the Executive Directors, contributing to Trust development by:

- Leading and participating in the development of organisational operational plans including the identification of priorities, strategies and initiatives specific to the services delivered.
- Driving transformation, change, personalisation of care and other improvements to patient safety and service delivery internally and across the Gloucestershire Integrated Care System.
- Championing the co-production of change, working closely with our team of Experts by Experience and supporting wider engagement.
- Working in partnership with Executives to nurture and develop innovative alternative service delivery models focused on improving health outcomes and integration with wider health and care services.
- Working closely with the Director of Improvement and Partnership, develop service delivery frameworks for key service areas, setting out the direction of travel for transformation and improvement, in support of the overarching organisational and ICS strategy.
- Supporting, leading and influencing the opportunistic development of business development plans in line with agreed strategy.
- Leading the operational mobilisation of new and transformed services.
- Leading management of change consultations and processes for service delivery in line with agreed strategic plans and objectives.

## Leadership and organisational development

Working in partnership with the Director of HR and OD and other colleagues to promote and implement a safe, productive and healthy work environment in line with our "Great Place To Work" aim and ambitions, providing:

- Plans and redesign opportunities to provide adequate numbers and skill mixes to support service provision.
- Visible and engaging leadership that models Trust values and behaviours, exemplifying personal integrity, and free of harassment and discrimination.
- Professional and continuing personal development for all colleagues.
- Mechanisms for high levels of engagement, consultation and the general development of positive relationships with trades unions.
- Adherence to the provisions of best practice and legislative requirements including Health & Safety and Equality legislation.

## Governance and accountability

Working in partnership with the Director of Corporate Governance, Director of Nursing, Therapies and Quality, Medical Director and other colleagues, to promote, maintain and develop governance arrangements by:

- Ensuring the Board and its Committees have appropriate operational and service delivery information to play a full part in governance.
- Ensuring that the Board and its Committees are regularly informed of key operational and service delivery risks and mitigating actions.
- Ensuring the Board and its Committees have effective operational and service delivery risk management systems which have safety, quality and experience as paramount and ensure mechanisms are in place to continuously monitor risk systems and outcomes.
- Ensuring that operational and service delivery complies with all relevant contractual, regulatory and legal requirements.
- Participating with Executives and colleagues in corporate risk management, including the relevant areas of the Risk Register and the Board Assurance Framework.

## Dimensions

- Delivering transformational change and embedding new, innovative and sometimes radically different ways of tackling complex health and social care service delivery issues, within a challenging financial context. These will entail involvement and commitment from a wide range of stakeholders.
- Nurturing and enabling a continuous improvement culture that is supportive of sustainable new models of working and inclusive of clinicians, managers, workforce and the wider community.
- Taking the lead in dealing with intractable problems of matching available resources to competing priorities and demands.
- Leading within challenging circumstances related to peaks in demand for services and escalation of service pressures across the entire health and social care system.

## Effort and Health & Safety Factors

- Dealing with highly complex matters and related decision making.
- Working in changing and challenging environments.
- Maintaining working hours within Working Time Regulations.
- Use of a VDU on a daily basis.

*Generic responsibilities of the role are set out at the Annex.*

*This job description seeks to provide an outline of the duties and responsibilities of the post. It is not a definitive document. The job description will be reviewed as part of the annual appraisal process and will be used as the basis for setting objectives.*



# Person Specification

In your written application please provide evidence against Part One of the Person Specification below. Parts Two and Three will be explored fully with selected candidates at interview stage.

Job title: Chief Operating Officer (COO)  
 Band: VSM  
 Location: Trust Headquarters, Edward Jenner Court, Gloucester  
 Accountable to: Chief Executive

## QUALIFICATIONS

QUALIFICATIONS	ESSENTIAL/ DESIRABLE	METHOD OF ASSESSMENT
• Master's Degree level education or equivalent experience in management or related professional qualification	Essential	Application CV
• Evidence of recent and continuing professional and personal development	Essential	Application CV
• Accredited Quality Improvement and / or Project Management qualifications	Desirable	Application CV

## EXPERIENCE

EXPERIENCE	ESSENTIAL/ DESIRABLE	METHOD OF ASSESSMENT
• Proven track record of achievements at or near Board level, providing operations and service delivery in a complex organisation	Essential	Application CV, assessments and/ or interview
• Leadership role within mental health, learning disabilities and/or physical health services	Essential	Application CV, assessments and/ or interview
• Record of successfully managing complex organisation wide transformational change	Essential	Application CV, assessments and/ or interview
• Previous similar role	Desirable	Application CV, assessments and/ or interview
• Record of successfully managing complex system wide change	Desirable	Application CV, assessments and/ or interview
• Working in other sectors	Desirable	Application CV, assessments and/ or interview

## PROFESSIONAL / MANAGERIAL / SPECIALIST KNOWLEDGE

PROFESSIONAL / MANAGERIAL / SPECIALIST KNOWLEDGE	ESSENTIAL /DESIRABLE	METHOD OF ASSESSMENT
• Extensive knowledge, understanding and experience of the delivery of mental health, learning disabilities and / or physical health services	Essential	Application CV, assessments and/ or interview
• A highly effective communicator, whose engagement and communication capability enables effective partnerships with internal and external stakeholders	Essential	Application CV, assessments and/ or interview
• Ability to work collaboratively internally and externally and in partnership with others including across organisational boundaries	Essential	Application CV, assessments and/or interview
• Experience of co-production or service change and personalisation of provision	Essential	Application CV, assessments and/ or interview
• Understanding and ability to manage the political environment	Essential	Application CV, assessments and/ or interview
• Extensive knowledge of NHS quality, governance and finance requirements	Essential	Application CV, assessments and/ or interview
• Knowledge and understanding of national NHS policy and strategy	Essential	Application CV, assessments and/ or interview

## PERSONAL SKILLS ABILITIES AND ATTRIBUTES

- High achievement rate and results driven
- Strong personal resilience and emotional intelligence
- A passionate and compassionate values-driven leader
- Self-belief, awareness and management
- Well-honed political skills and astuteness
- Strong interpersonal, negotiating, influencing and communication skills
- Commitment to providing top quality services, including a clear focus on vulnerable groups and removing health inequalities
- Ability to embrace and champion change internally and across the wider system
- Ability to lead, motivate and direct senior colleagues from different professions

## ESSENTIAL/ DESIRABLE METHOD OF ASSESSMENT

- |           |   |
|-----------|---|
| Essential | Application CV, assessments and/ or interview |
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## OTHER REQUIREMENTS

- Ability to travel both locally and nationally, attending meetings and conferences, including overnight stays
- A strong commitment to personal continuing professional development
- Sound IT skills
- Able to participate in training events

## ESSENTIAL /DESIRABLE METHOD OF ASSESSMENT

- |           |   |
|-----------|---|
| Essential | Application CV, assessments and/ or interview |
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# Terms of appointment

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## Salary

Salary for this role will be based on experience and is expected to be:

- in the range of £123,900 to £131,775 for new and inexperienced directors
- in the range of £131,775 to £141,750 for experienced directors.

## Relocation

The Trust also offers relocation expenses of up to £8,000.

## Band

VSM.

## Location

The role is based at Trust Headquarters, Edward Jenner Court, Gloucester.

## Benefits

Please see our [Benefits Poster](#) for more details.



# How to apply

We hope you will consider expressing an interest in becoming our next Chief Operating Officer (COO). To make an application, please go to <https://starfishsearch.com/jobs/ghcnhs-coo/> and click on the apply now button, with the following prepared:

- your CV or equivalent biographical information;
- a covering letter (maximum two sides) that tells us why you are interested in joining our organisation and responds directly to the Experience section of the Person Specification.
- tell us about any dates when you are not available to participate in the selection process (please see the dates below).

We would also be grateful if you would also complete the Equality and Diversity monitoring form provided. This form is for monitoring purposes only and is not treated as part of your application; you can email the form back to us when you apply and our team will collect it.

If you have any specific questions about the appointment or appointments process, please email [Lauren.North@starfishsearch.com](mailto:Lauren.North@starfishsearch.com)

## Recruitment timetable

Closing date	Monday 20th May 2024
Longlist confirmed	6th June 2024
Initial interviews with Starfish	10th June 2024
Agreement of the final shortlist	19th June 2024
Final Panel Interview	3rd July 2024



## Generic responsibilities of the role

The following are applicable to all posts and all colleagues:

### Trust Values and Behaviours

- Alongside fellow Executive colleagues, the Director of Improvement and Partnership will deliver our mission, aims and strategy, being an exemplary role model for the values and behaviours of the Trust.

### General Duties

- To undertake any other reasonable duty, which is appropriate to the band when requested by senior colleagues.
- To be familiar with and comply with all Trust and departmental policies, procedures, protocols and guidelines.
- To demonstrate an understanding and commitment to Trust values and behaviours.

### Professional & Personal Development

- All colleagues must ensure that they are aware of their responsibilities by attending the Trust Mandatory Training and Induction programme.
- All colleagues will have a formal appraisal with their manager at least every 12 months. Once performance/training objectives have been set, the colleague's progress will be reviewed on a regular basis so that new objectives can be agreed and set, in order to maintain progress in the service delivery.
- Those with management/supervisory responsibility are required to ensure that their direct reports have an appraisal in line with Trust policy.
- All colleagues will be expected to take responsibility for their own professional development and will be supported by the Trust to achieve development opportunities as appropriate.

### Fit & Proper Person

- All colleagues holding director roles must provide confirmation in writing, on appointment and thereafter on demand, of their fitness to hold such posts. This post has been designated as being such a post .
- Fitness to hold such a post is determined in a number of ways, including (but not exclusively) by the Trust's provider licence, the Health and Social Care Act 2008 (Regulated Activities) Regulations 2014 Section 5 and in particular Section 4 (i.e. that they are of good character and satisfy the 'fit and proper person test' to hold an NHS Director level appointment) and the Trust's constitution.

### Infection Control

- All colleagues have a responsibility to ensure that infection control policies, procedures and guidelines are adhered to and to support the Trust's commitment to preventing and controlling healthcare associated infections (HAI).

### Health & Safety

- All colleagues have a responsibility to maintain health and safety of self and others within the performance of duties in accordance with Trust health and safety policies, and to undertake specific health and safety responsibilities as directed. All colleagues have a responsibility to adhere to the Trust's Risk Management Policies.
- All colleagues are required to contribute to the control of risk, and must report immediately any incident, accident or near miss involving patients, service users, carers, colleagues, contractors or members of the public using the Datix system.

### Confidentiality

- All colleagues may gain or have access to confidential information about the diagnosis or treatment of patients, information affecting the public, private or work-related colleague's information, or Trust matters. A breach of confidentiality will have occurred where any such information has been divulged, passed (deliberately or accidentally) or overheard by any unauthorised person or person(s). Breaches of confidentiality can result in disciplinary action, which may involve dismissal.
- All colleagues must maintain a high standard of quality in corporate and clinical record keeping, ensuring information is always recorded accurately, appropriately and kept up to date. Colleagues must only access information, whether paper, electronic or in other media which is authorised to them as part of their duties.
- All colleagues must ensure compliance with the data protection legislation.

## Safeguarding: Adults & Children (Section 11 of the Children Act 2004)

- Every colleague has a responsibility under the Safeguarding: Adults (Care Act 2014) and Children (Section 11 of the Children Act 2004) to be aware of and follow at all times, the relevant national and local policy in relation to safeguarding children and safeguarding adults. This includes keeping up to date with relevant training and seeking supervision.

## Senior Managers

- Under Section 11 of the Children Act, senior managers have a duty to safeguard and promote the welfare of children and young people. There should be a culture of listening to children and taking account of their wishes and feelings (with individual decisions and development of service); effective inter-agency working with awareness of information sharing procedures; safe recruitment and effective Allegations Management procedures in place.
- Under The Care Act 2014, there is a requirement to demonstrate compliance with the 6 key principles of the Act: Empowerment, Prevention, Proportionality, Protection, Partnership and Accountability in relation to Safeguarding Adults – Making Safeguarding Personal.

## Freedom of Information

- All colleagues must be aware of their responsibilities under the Freedom of Information Act 2000. The Act gives individuals or organisations the right to request information held by the Trust. Colleagues must manage information they hold in such a way that meets the requirements of the Act. All requests for disclosures under the Act must be passed to the Freedom of information Officer.

## Working on Non-Trust Premises

- All colleagues when working on non-Trust premises are bound by Trust policies and procedures, including home working policy; IT security policy; email and internet acceptable use policy information.

## Smoke Free Premises

- The Trust is committed to protecting and improving the health and welfare of colleagues, service users, carers, visitors and contractors, and protecting smokers and non-smokers from the health dangers of second-hand smoke. Therefore, all Trust premises are 'smoke free' and colleagues (and external contractors and visitors) must refrain from smoking in Trust buildings, vehicles and grounds.

## Diversity & Promoting Dignity at Work

- The Trust recognises the contribution of all colleagues to deliver responsive and quality services. We expect colleagues to value and respect the diversity of those who use or contact our services and to respond to the differing and diverse needs of others. We aim to have an environment free of bullying or harassment which would create an intimidating and unpleasant atmosphere impacting on colleague wellbeing and service delivery. We want colleagues to be able to report issues knowing they will be dealt with promptly and sensitively. All forms of bullying and harassment are unacceptable and will not be tolerated.
- This job description seeks to provide an outline of the duties and responsibilities of the post. It is not a definitive document and does not form part of the main statement of Terms and Conditions. The job description will be reviewed as part of the annual appraisal process and will be used as the basis for setting objectives.

## Data Quality

- The Trust recognises the role of reliable information in the delivery and development of its services and in assuring robust clinical and corporate governance. Data quality is central to this and the availability of complete, comprehensive, accurate and timely data is an essential component in the provision of high-quality mental health services. It is therefore the responsibility of all colleagues to ensure that where appropriate, information is recorded, at all times, in line with the Trust's Policy and Procedures for Data Quality.

## Executive On Call Rota

- The Trust provides an on-call rota to ensure that appropriate senior clinical and operational expertise is available 24 hours a day, 7 days a week basis, so that significant issues are managed, patients receive continued quality of care and colleagues on duty out of hours and at weekends have access to the right support at all times. You are therefore required to participate in the Trust's Executive on-call rota subject to an assessment of knowledge, skills and experience. Full training and support will be provided.