



Chief Executive Officer Job Description and Person Specification

Co-Produced

May 2024

Chief Executive Officer

East of England Ambulance Service NHS Trust

Salary: Competitive Location: Cambridgeshire

Outstanding Care, Exceptional People, Every Hour of Every Day

Serving a population of 6.3 million people across 7,500 square miles, East of England Ambulance Service NHS Trust provides both accident and emergency services and non-emergency transport to the communities of the East of England. With over 5000 staff, 1000 volunteers and 498 frontline vehicles (with the intention to grow to 525 by October 2024). We work across 6 Integrated Care Systems to deliver patient focused care across the region and we received 1,384,547 emergency 999 calls last year.

We are firmly on an improvement pathway. NHS England has recognised the progress we have made and removed us from the National Recovery Support Programme (formerly known as Special Measures) earlier this year. We were placed in special measures in 2020 following concerns relating to culture, leadership and governance. A 2020 CQC inspection highlighted a number of significant concerns and significant progress has been made in addressing CQC conditions, with only two remaining open. Both are expected to close by the end of the financial year. These improvements underscore our commitment to upholding the highest standards of quality and safety and reflect the hard work of our people. However, we recognise there is much more still to do and we continue to work closely with NHS England.

We have also taken a number of actions to drive culture change and improve the wellbeing of our people which is demonstrated through improvements in our staff survey results and retention data. We remain steadfast in our commitment to driving positive change, enhancing patient care, and fostering a culture of wellbeing and quality at EEAST.

Whilst we are rated as “Good” by the CQC for the quality of care we provide, we know there is much work still to be done. Having achieved much in the last 3 years, we are looking for a compassionate and inspirational Chief Executive Officer to lead in continuing to drive that change and deliver on the excellent strategic and operational plans established.

The role requires an experienced, values-driven senior leader who has a flexible leadership style, one who excels in, and enjoys, leading from the front in situations demanding an urgent response, but is also committed to developing teams and individuals to achieve personal potential and secure enduring success for EEAST. The successful candidate will foster an inclusive, open, and respectful culture, true to the NHS and Trust values, whilst also delivering on in-year performance and planning for the longer-term future.

You will have a strong track record of leading organisations by empowering staff, developing a strong senior team, and ensuring culture change benefits staff and service quality. As we strive to become an organisation known for its outstanding provision of services and for being a great place to work, we need an exceptional leader with a record of developing staff motivation, and of leading dispersed professional teams.

Previous experience of working in the NHS is not required for the post, though a commitment to the values of the Trust and wider public sector is essential.

Experience of working within a regulated environment would also be helpful. The successful candidate will need to demonstrate an ability to understand the changing health and care landscape in which we deliver services, developing a strong executive team to provide effective leadership across the organisation whilst building partnerships across the region.

If you feel this could be you, we would love to hear from you, and the role offers an opportunity to lead on improving healthcare for millions of people in a values focused and ambitious organisation.

JOB DESCRIPTION

POST TITLE: Chief Executive Officer
ACCOUNTABLE TO: Chair & Board of the East of England Ambulance Service NHS Trust

ROLE SUMMARY

The Chief Executive Officer is appointed by a Committee of the Chair and Non-Executive Directors of the Board of Directors. All appointments are subject to approval by the Regulators NHS England.

As the Accountable Officer for the Trust, the CEO is responsible for ensuring that the Trust meets its statutory obligations. The post holder will provide strong and visible strategic leadership to the organization, ensuring that a culture of continuous improvement and service excellence is sustained. Delivery of high-quality patient care and patient experience outcomes will be essential. The CEO will drive the Trust's future strategy, ensuring that the organisation is positioned effectively to develop services and cultivate opportunities for growth. Working closely with Board colleagues, clinicians, regulators and external partners, the CEO will be expected to raise the profile of the organisation and forge robust partnerships as well as develop the Trust's local, regional and national reputation.

Main Duties and Responsibilities Strategy

- Work with Board Members in developing and promoting the Trust's vision, values, aims and strategic objectives, having regard to the responsibilities to patients, employees, commissioners, regulators and other stakeholders and also the constitutional obligations.
- Manage the Trust in accordance with its values and objectives and the general policies and specific decisions of the Board and ensure that all activities are directed towards the achievement of these.
- Understand, assess and manage strategic, reputational and operational risk.
- Work with the Board of Directors and with appropriate input from Regulators and staff, produce, review and revise the Trust's business plan to ensure that it is geared to achieving the Trust's vision and strategy, including developing the Trust, and ensure that the plan is communicated clearly and consistently to both internal and external audiences.
- Recommend to the Board of Directors an annual budget, five-year financial plan and business plan, ensuring their achievement following the approval of the Board of Directors.
- Ensure that patient safety is embedded in the culture of the organisation.

Compliance and Performance

- As the Accountable Officer, manage the Trust's compliance with its Terms of Authorisation, its Constitution and any other applicable legislation and regulations, including the NHS Constitution.
- Ensure mandatory services are maintained, retaining protected property as defined in the Terms of Authorisation.
- Ensure financial management, corporate and information governance systems are in place and are sufficiently robust to ensure the Trust meets its objectives and provide the Board with regular assurance on their effectiveness.
- Ensure financial viability is maintained, with resources being used effectively and sustainably, controlling and reporting on financial affairs in accordance with the requirements set out by NHS EI.
- Hold ultimate responsibility for clinical governance and standards of clinical care and ensure that appropriate assurance and management processes are in place to fully comply with regulatory requirements.
- Ensure effective mechanisms are in place to implement systems and monitor organisational learning from untoward incidents arising, and learning is adopted from relevant national reports.
- Ensure key performance standards and measures are identified including those relating to performance, quality, service, care, audit, workforce, financial and budget are monitored and reported appropriately.
- Establish strong systems for performance management, focused on continuous improvement in the delivery of services and maintain close relationships with the relevant regulatory bodies.

- Ensure that the workforce strategy is aligned to deliver the Trust's strategy and implementation is regularly monitored.
- Examine all services, investments and major capital expenditure and proposals/joint ventures and make recommendation to the Board of Directors of those which are material either by nature or cost.
- Ensure that the Board is given the advice and information necessary to perform its duties and that the business of the Board is properly conducted.
- Ensure that health and safety policies and procedures reflect current best practice and are discharged effectively by all staff.
- Ensure that robust systems of emergency planning, preparedness, business continuity and resilience arrangements are in place and can be discharged effectively by all staff.
- Understand the legal position in relation to all key aspects of the business, financial assets, people, IT and intellectual property.

Leadership and Development

- Uphold the values of the Trust by example and promote equality of opportunity and human rights, both as an employer and provider of services, ensuring that effective policies and procedures are in place and promoted.
- Provide visible strategic and operational leadership to the running of the organisation, ensuring that quality and patient safety are at the heart of the business of the Trust.
- In partnership with the Chair, represent the organisation to patients, members, suppliers, government, fellow NHS bodies, Regulators, the media and wider stakeholders.
- Provide leadership for the Trust's Organisational Development programme ensuring that the foundation are set for the effective cultural change required to deliver the Trust's strategy.
- Lead sustainable change at the Trust to meet our net zero targets and adaptation to climate change commitments, ensuring that decision-making encompasses social, environmental and financial sustainability.
- Develop effective working relationships and communications with staff and ensure that staff are motivated, developed, supported and respected.
- Manage the performance and contribution of all members of the Executive Team in the fulfilment of their duties and responsibilities, ensuring performance reviews are undertaken regularly and appraisals at least annual and that individuals are held to account for delivery.
- Make recommendations on remuneration policy, executive director remuneration and terms of employment of the senior management team to the Nomination and Remuneration Committee, providing guidance to the Committees on the Executive Director role and capabilities required.
- Lead a culture for talent management ensuring that HR policies, including management development and succession planning, are in place to ensure a culture of learning and effective resource management.
- To provide leadership and support for the trust's clinical education programs and development. Ensuring the highest standard of knowledge and education for all staff, from new recruits to long-standing members, thereby contributing to culture change, retention, and patient safety.

Communication and Relationships

- Lead the development of positive and proactive relationships with ICS and other Healthcare partners.
- Promote effective joint working with external stakeholders towards the achievement of the Trust's strategic objectives and with any other key partners.
- Maintain constructive and appropriate relations with NHS England and Improvement, the Care Quality Commission, other regulatory or inspection regimes, and NHS organisations.
- Promote and maintain harmonious and productive working relationships with the recognised trade unions, professional bodies and staff representatives.

Miscellaneous

- Adhere to the Codes of Conduct and Accountability for NHS Boards.
- Safeguard the good name and reputation of the Trust.
- Act as a trustee of charitable funds, where appropriate.
- The Chief Executive Officer will demonstrate and ensure high standards of probity and governance.

Chief Executive Officer - Person Specification

The Trust Chair has developed a co-production process for recruitment to the CEO role to help ensure that our people feel their experiences and knowledge have been considered in finding the right candidate. Feedback has been gathered to develop the following for the person specification.

The East of England Ambulance Service has made considerable improvement over the last three years which has been acknowledged by regulators with the move from the National Recovery Support Programme. Our people are proud of this and the other improvements in our culture demonstrated through staff survey results. The successful candidate will support leaders to continue these improvements and share their pride in being part of an improving organisation.

Delivering our performance standards and financial and regulatory goals is essential, but this must be achieved through delivering on core commitments to transform our culture at all levels utilising business planning frameworks and inspiring teams to work together. We want someone who understands the complexities of delivering in-year performance, whilst planning and delivering on longer term strategic ambition. There remains more work to do to complete our journey, requiring an exceptional leader to drive it forward.

We are looking for a leader who lives and demonstrates our core values both in the delivery of our core services and in collaboration with our health partners. One who promotes compassion and empathy, the successful candidate will foster a transparent, open, just and positive culture to continue the improving journey the organisation has begun.

Feedback from our staff poll about the qualities our people value:



Our people are proud of the great care they provide to our patients and want a future leader to be equally focused on our patient experience and care. The candidate will be a lead with regard to integration and collaboration within the health system to ensure service delivery of a high standard for our patients. The Trust covers six Integrated Care Boards and the successful candidate will have a good understanding of the service provided by the ambulance service and wider health arena being well connected and well placed to provide the required leadership. Adopting a creative yet decisive approach to make change and improve service delivery.

Our people prioritised the following leadership qualities from the NHS Framework:

- Setting strategy and delivering long term transformation
- Focus on high quality care
- Creating a compassionate, just and positive culture

Essential skills are

- Board level experience in a complex organisation leading on multiple transformation programmes
- Evidence of leading successful cultural change and development of teams and individuals whilst promoting accountability and innovation
- Prioritising the equality diversity and inclusion agenda
- Knowledge, experience, and ability to work with a Board through robust corporate governance and risk management approaches and with the chair continue to embed board level development.

- Highly developed interpersonal, communication and relationship skills which underpin effective performance management skills to ensure performance standards are met within a setting of a high-performance expectation culture.
- Demonstrates emotional intelligence with the ability to develop a trusted relationship with our people.
- Proven leadership skills with a strong, decisive, visible, creative, open leadership style, experienced in fostering an inclusive, just, compassionate, open, and respectful culture.
- Ability to build relationships with stakeholders to ensure that the organisation plays a full role in the development of the wider health and social care system.
- Political astuteness and experience with complex stakeholders.
- Ability to drive forward multiple strategies bringing together senior leaders on an agreed programme of change and transformation.
- Understand complex strategic issues, analyse and resolve difficult problems, with sound judgement and a pragmatic approach.
- A commitment to NHS values, the Trust's values, and the principles of NHS trusts, meeting the standards laid out by the NHS Fit and Proper Person Test.

Desirable skills / experience / knowledge

- Ability to quickly gain a high-level understanding of the role of healthcare and the evolving ICS Landscape in the East of England
- Experience of delivering Equality Diversity and Inclusion strategies, with proven examples of successful approaches to securing an engaged and representative workforce.
- Successful leadership of strategic direction setting through into operational delivery to achieve organisational goals and performance across a balanced scorecard.
- Innovative mindset. Skilled in creating collaborative solutions alongside importing best practice.