

Appendix 2

Chief Executive Officer Responsibilities

Job Purpose

The Chief Executive is responsible to the Board of Directors for ensuring individual/patient and population needs are at the fore of all we do; and that high-quality outcomes, care and experience are delivered by well-motivated, well led and engaged staff. The Chief Executive is the Foundation Trust's Accounting Officer.

In a move to signal a change in how the health and care system needs to operate to ensure its sustainability whilst improving outcomes for local people, the partners in the Bradford District and Craven health and care system have agreed that the post holder will also be the leader of the Bradford District and Craven Health and Care Partnership which is one of five places within the West Yorkshire Health and Care Partnership. The post holder will need to quickly gain the trust and confidence of local partners including, though not limited to, Bradford District Care NHS Foundation Trust, Airedale NHS Foundation Trust, Bradford and Craven Councils, GP federations, and voluntary services. They will bring a whole system approach, both within Bradford and the wider West Yorkshire Health and Care Partnership whilst continuing to fulfil their responsibilities as CEO at Bradford Teaching Hospitals NHS FT.

This will require the post holder to have collaborative qualities to lead the Partnership and ensure the robust programme of transformation continues to design and deliver change and that more formal arrangements such as the creation of integrated governance, quality and financial arrangements underpin this exciting new development.

Although the roles and responsibilities of the Chief Executive of the FT and Local Place Based Lead are complementary, where appropriate, the responsibilities to be held by these posts are split out here for clarity.

Key Outcomes

- Secure high-quality health and care for people and improved population health outcomes.
- Lead a team of Executive Directors who will work together to ensure a strong, sustainable future for the local health and care economy and Bradford Teaching Hospital NHS Foundation Trust's vision for the local population.
- Be the Place Based Lead for the development and shaping of the Bradford District & Craven Health and Care Partnership working with commissioners, other providers (statutory, NHS, local authorities, voluntary sector, independent sector and primary care). The Chief Executive and Place Based Lead will ensure whole system solutions are implemented which deliver the best possible personal experience and improved population health outcomes via collaboration across service and organisational boundaries, assuring consistent and high quality practice in all areas, and partnership with people and their families / carers, Foundation Trust Governors, members and the community.
- The Chief Executive will work across Bradford District & Craven and West Yorkshire health and care systems with partners and commissioners to secure sustainable, accessible acute hospital-based services for the local population.
- The Chief Executive will also have a wider system leadership role in delivering high quality, affordable health care across the West Yorkshire and Health and Care Partnership as part of establishing the integrated arrangements, including the development of West Yorkshire Association of Acute Trusts.
- The Chief Executive will continue to develop the Trust's relationships with Bradford and Leeds Universities, promote the future profile and development of the Bradford Institute for Health

Research and ensure our reputation and capacity for delivering high quality and multidisciplinary education continues to grow.

- Promote a culture of innovation and creativity with a workforce able to respond to the rapidly changing environment in which we operate and to the needs of our local population and key stakeholders.
- The Chief Executive will be responsible for delivery of the Trust's strategic objectives and its financial, operational and quality targets.

Strategy

As Chief Executive of the Foundation Trust:

- Work with Board members in developing and promoting the Foundation Trust's vision, values, aims and strategic objectives, having regard to our responsibilities to patients, partners, regulators, employees, commissioners, governors, volunteers, members and the public.
- Manage the Foundation Trust in accordance with its values and objectives and the policies and specific decisions of the Board of Directors; ensuring that all activities are directed towards the achievement of these.
- Review and evaluate present and future opportunities, threats and risks in the external environment and current and future strengths, weakness and risks to the Foundation Trust.
- Identify, assess and manage strategic, reputational and operational risk.
- Ensure the equality, diversity and inclusion agenda is central to the strategy of the Trust and within the work of the Partnership.
- Engage the whole Foundation Trust and its stakeholders in developing the clinical strategy in light of the long term plan and ensuring that it is aligned to achieving the Foundation Trust's vision and the broader system strategy.
- Engage employees and the Board in focusing on addressing the challenges presented by shortages in workforce supply; finance; and the development of digital technology.

As Place Based Lead for the Bradford District & Craven Health and Care Partnership:

- Work with partners across the health and care system to lead the establishment of the Bradford District & Craven Health and Care Partnership strategy and promote the objective of delivering the 'Happy Healthy at Home' vision.
- Challenge conventional approaches and drive forward change in the person's and population's interest.
- Identify, assess and manage strategic and reputational risk in delivering integrated and innovative models of care.

Leadership

As Chief Executive of the Foundation Trust:

- Role Model the Trust's Values and Leadership Behaviours, being highly visible, inclusive and compassionate in style and approach; and demonstrate commitment to the Nolan Principles and NHS Values.
- Lead and develop the Executive Directors and the senior management team to ensure the effective leadership and management of the Foundation Trust in accordance with the CQC's Well Led Framework.
- Work with the Chair to engage the Non-Executive Directors and the Trust's Council of Governors; allowing them to fulfil their statutory duties and responsibilities.
- Ensure senior leader development continues to be a priority, including the development of clinical leaders, so that clinicians participate at all levels of decision making.
- Operate a clear performance management and accountability framework, ensuring appraisals are undertaken at least annually and individual development and appropriate personal development is undertaken to fit with Foundation Trust priorities.

- Ensure appropriate leadership development and succession planning for the senior leadership team and oversee the appointment and termination of employment of members of that team.
- Ensure clarity of accountability for standards of behaviour and escalation of concerns in the Foundation Trust.
- 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.
- Promote an ethos of continuous learning and improvement and ensure it is embedded throughout the Foundation Trust.
- Act as a driver for equality and diversity both as an employer and provider of services, and lead an organisation that is seeking to encourage diversity at all levels.
- Develop and ensure a culture of openness and engagement where staff feel involved in the Foundation Trust's agenda and business.

As Place Based Lead for Bradford District & Craven Health and Care Partnership:

- Provide leadership within the wider partnership in an environment of 'distributive leadership, building trust, respect and mutual understanding between partners'.
- Role Model the Partnership's commitment to the shared agenda of 'Happy, Healthy at Home' and demonstrate commitment to the Nolan Principles and NHS Values.
- Demonstrate independence as Lead of the Partnership to ensure that the population wellbeing is at the heart of all decision making.

Operational Performance

- Establish a strong working relationship with members of the Executive Team based on clear objectives and outcomes, so that delivery to plan is guaranteed.
- Establish systems of control and limits of delegation and provide the Board with regular assurance on their effectiveness.
- Ensure effective use of resources, and that financial management and corporate governance systems are in place and are sufficiently robust to enable the Foundation Trust to meet its obligations to patients and legal and regulatory requirements.
- Ensure with the Board of Directors the efficient and effective use of resources and that safe, compassionate and high quality care is provided to the patients served by the Foundation Trust.
- Regularly review the Foundation Trust's organisational structure and recommend changes as appropriate.
- Oversee the development and implementation of integrated strategies for the Foundation Trust's services.
- Examine all services, investments and major capital expenditure proposed by the Foundation Trust and its subsidiaries / joint ventures, and the recommendation to the Board of Directors of those which are material either by nature or cost.
- Engender a climate of innovation, ensuring ongoing identification of opportunities for the Foundation Trust to capitalise on the freedoms it enjoys as a result of its status in furtherance of the long-term sustainability of the organisation.

Research and Education

- Drive forward the successful strategy and continued development of the Bradford Institute for Health Research (BIHR). Continue to raise the profile of BIHR nationally and further strengthen the connection and application of BIHR within the Foundation Trust and the Bradford Health and Care System.
- Ensure that the Foundation Trust's reputation for high quality and multidisciplinary teaching and training is maintained, promoted and further developed.

Compliance

As Chief Executive of the Foundation Trust:

- Be the Accounting Officer, responsible for delivering effective corporate governance that ensures the Foundation Trust meets its statutory requirements and service obligations as set out in the Terms of Authorisation. This includes ensuring appropriate internal controls are in place, and that legal and regulatory obligations (e.g. CQC requirements) are fully understood.
- Ultimately be responsible for the Foundation Trust's clinical governance and standards of clinical care and ensure that appropriate assurance and management processes are in place to ensure safe, compassionate and high quality care is delivered.
- Ensure effective mechanisms are in place to implement systems and monitor organisational learning from untoward incidents and good practice arising within the Foundation Trust and wider health care system.
- Ensure the effective implementation and governance of Board of Directors decisions.
- Maintain the highest standards of conduct and integrity across the Foundation Trust.
- Ensure continuous reviews of practice are enshrined in how the Foundation Trust works – internally and with partners.
- Create a climate of collaboration and partnership with patients, commissioners and other service providers to ensure the best possible outcomes for patients.

As Place Based Lead for Bradford District & Craven Health and Care Partnership:

- Work with partners to establish effective integrated governance and financial arrangements within the Partnership Structure as this develops.
- Create a climate of collaboration and partnership with local people, commissioners and other service providers to ensure the best possible outcomes for people.

Communication and Relationships

As Chief Executive of the Foundation Trust:

- Develop and maintain a strong sense of accountability to stakeholders and the public throughout the Foundation Trust and delivery of the Trust's objectives.
- Promote and maintain harmonious and productive working relationships with the recognised trade unions, professional bodies and staff representatives.
- Promote public understanding of the Foundation Trust's values, objectives, policies and services, including via the Council of Governors.
- Develop the profile of the Foundation Trust and the Bradford District & Craven Health and Care Partnership on a national platform through strong stakeholder management and raising awareness of Bradford's research, service and system developments.
- Determine when to change and when to consolidate, understand the impact of change on people and ensure strong communication with the workforce so they are empowered and informed.
- Promote regular, varied and dynamic methods of communication with all staff and the public.

As Place Based Lead for Bradford District & Craven Health and Care Partnership:

- Promote effective joint working across organisational boundaries towards the achievement of the strategic objectives of the partnership.
- Ensure inclusion and diversity is continuously embraced in all organisations in the system.