

Chair

Candidate information pack

May 2021



HUNTER
Executive talent for the healthcare sector

Welcome

Welcome to the NHS East and South East London Pathology Partnership.

The purpose of the NHS East and South East London Pathology Partnership (the Pathology Partnership) is to provide patients with a high-quality, cost-effective service, and ensure the longer-term sustainability of NHS pathology services in east and south east London.



We are a new organisation, jointly owned by Barts Health NHS Trust, Homerton University Hospital NHS Foundation Trust and Lewisham and Greenwich NHS Trust. Set up as an arms-length organisation, hosted by Barts Health NHS Trust, we have our own board and governance, with each of the three trusts having an equal voice and vote in the running of the Pathology Partnership.

One of the largest pathology providers in the NHS, the Pathology Partnership brings together the strengths of teams from each of the three trusts in to a single organisation, dedicated to the provision of pathology,

Unsurprisingly, becoming a new organisation brings with it challenges and we are keen to appoint an independent Chair to help guide us through the next stage of our journey. The successful candidate will bring a background in senior leadership of change and partnership working, a collegiate and emotionally intelligent approach to chairing and a strong values-base.

S/he will be joining us at an exciting and dynamic time for our new organisation: we will be going through a complex transformation programme between now and December 2023 to become a single, integrated pathology network. This drive – to establish a networked ‘hub and spoke’ model of service delivery – reflects NHS policy and is happening at varying speeds to pathology departments across the country.

At the same time, becoming a new organisation gives us a unique opportunity to shape how pathology is provided for the benefit of the patients we serve.

To learn more please contact our recruitment partners Jenny Adrian or Rhiannon Smith from Hunter Healthcare on **07939 250362** or by email at **jadrian@hunter-healthcare.com**.

A handwritten signature in black ink, appearing to read 'A. Knott'. The signature is fluid and cursive, written on a white background.

Andrew Knott
Managing Director

Who we are

In 2017, NHS Improvement (NHSI) began a programme to consolidate pathology services throughout England, proposing 29 'hub and spoke' networks. The programme was undertaken because NHSI's analysis of existing pathology services showed "unwarranted variation in how NHS pathology services are provided to patients because of how they are organised".

The drive to establish pathology networks is also part of the current NHS Long Term Plan. This plan sets out that networks are required to enable pathology services to adapt to the changing needs of an ageing population which, when combined with the emergence of new diagnostic tests and techniques, is driving an increase in demand in an environment where critical resources are in short supply.

The Pathology Partnership is one of these 'hub and spoke' networks. Although NHSI set out a plan showing which trusts could be grouped together in each of the 29 networks, individual trusts were allowed to choose which network they would join.

As a result, Barts Health NHS Trust, Homerton University Hospital NHS Foundation Trust and Lewisham and Greenwich NHS Trust have come together to form the NHS East and South East London Pathology Partnership; motivated by a recognition of our common aims, and a shared ambition for an NHS partnership, rather than an arrangement with a commercial pathology provider.



The nature of this partnership means that:

- Management of laboratory services are retained within the NHS;
- The pathology services will become a single organisation hosted by Bart Health – all LGT and HUH laboratory staffs' employment will transfer to BHT under a TUPE transfer ('the Transfer of Undertakings (Protection of Employment) Regulations'); and
- This service will be managed by a Joint Partnership Strategic Board, accountable to all three Trust Boards equally as customers, as well as being jointly owned by all Trusts.

The aim of the Pathology Partnership is for all three Trusts to secure high quality, more cost-effective laboratory services and thereby help secure the longer-term sustainability of pathology services in East and South East London.

The Covid-19 pandemic has highlighted the benefits of working within a network setting. The flexibility and adaptability offered by this approach provides more resilient services.

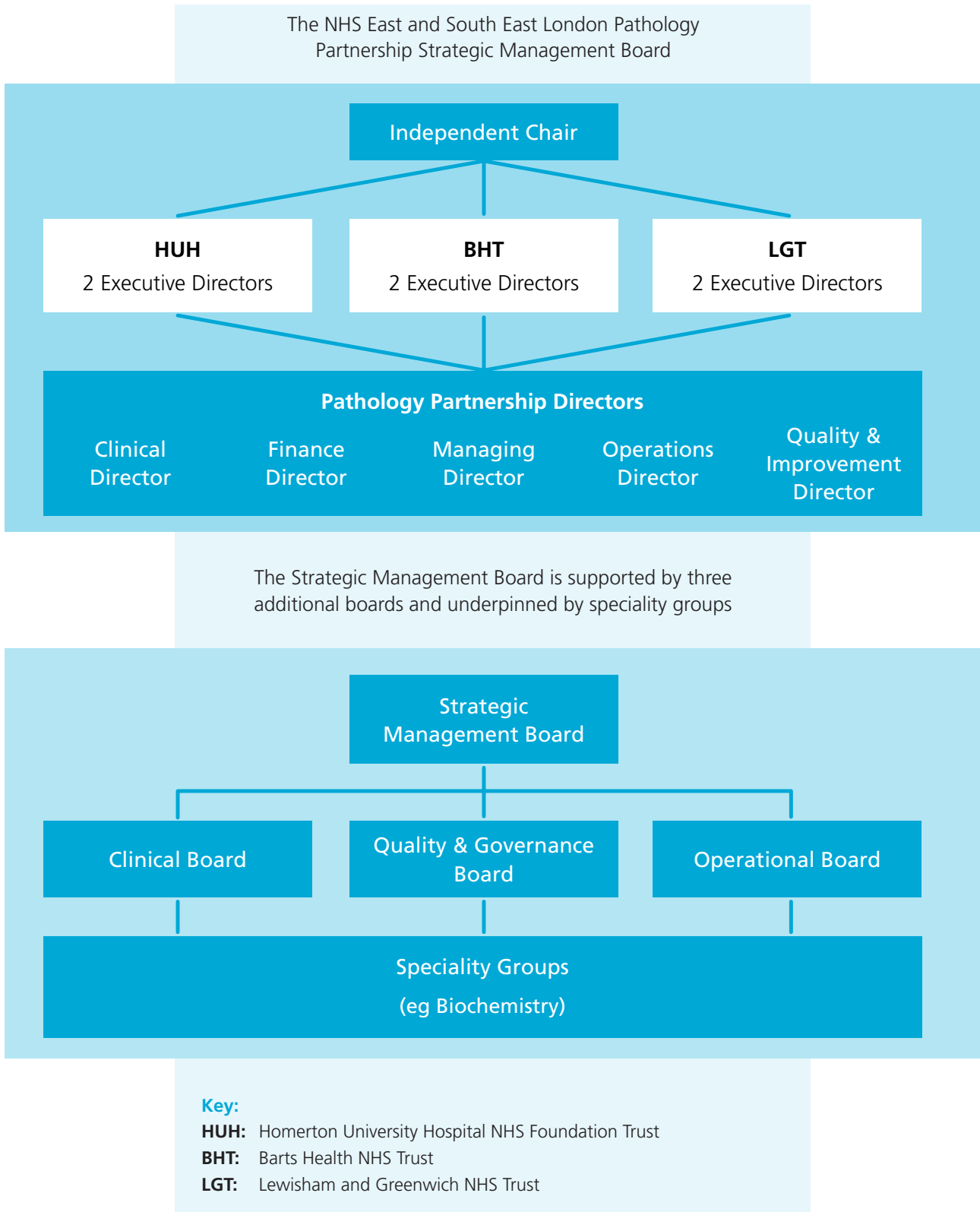
Responding to Covid-19 has illustrated how requirements for services can change very rapidly. For example, laboratories with a virology service, which traditionally operate standard working hours, five days a week, needed to transform and provide service for longer periods, seven days a week. Larger networks, arranged around fully staffed, high-volume, hub laboratories, which are continuously open, allow us to meet these kinds of demands.

In July 2020, the executive boards of Barts Health NHS Trust, Homerton University Hospital NHS Foundation Trust and Lewisham and Greenwich NHS Trust approved a business case to form the Pathology Partnership. The benefits identified in the business case include:

- improving service quality through concentration of expertise
- opportunities for shared learning and encouragement of innovation
- the ability to invest in new technologies to keep pace with rapid technological change
- reducing variation in standards across the network, ensuring quality for all
- improvements in training and development opportunities and working conditions for staff across the network
- increasing efficiency and maximising available investment to allow pathology services to continue to respond to the changes in demand, such as those caused by the COVID-19 pandemic
- improving co-ordination of research with improved access to technologies, funding and patients
- increasing resilience and business continuity resulting from the greater scale of the network

Structure

The Pathology Partnership structure comprises four directorates (see below) and the largest of these, Operations, is split into four main areas. Each directorate reports in to the managing director, who in turn reports in to the chair of the board.



Following approval of the business case, the three trusts have worked together to develop detailed plans around the formation of the Pathology Partnership. This work culminated in the three trust executive boards giving their approval for the signing of a legal agreement, known as the collaboration agreement, to establish the NHS East and South East London Pathology Partnership on 1 May 2021.

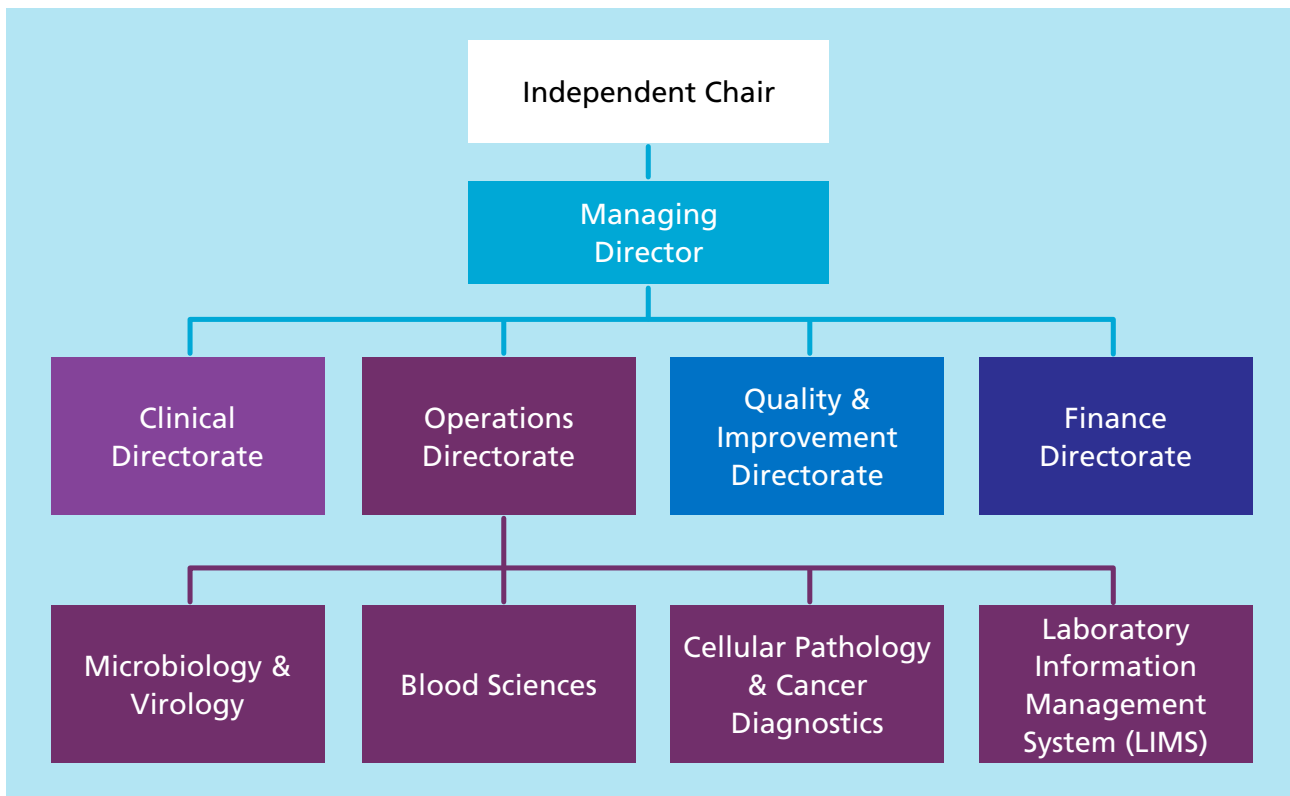
The collaboration agreement for the Pathology Partnership enables pathology services to remain within the NHS, allowing for investments in laboratory space, in a shared laboratory information management system (LIMS) and provides a framework for investing in future new technology.

The collaboration agreement also sets out how the new organisation will be governed. It is established as an 'arms-length' organisation. This means the Pathology Partnership is run separately from each of the three trusts, but is not a separate legal entity in the same way a Trust is.

The Pathology Partnership has its own governance structure and is jointly owned and jointly managed by all three Trusts. However, because the Pathology Partnership is hosted by Barts Health, all of its staff are employees of this Trust.

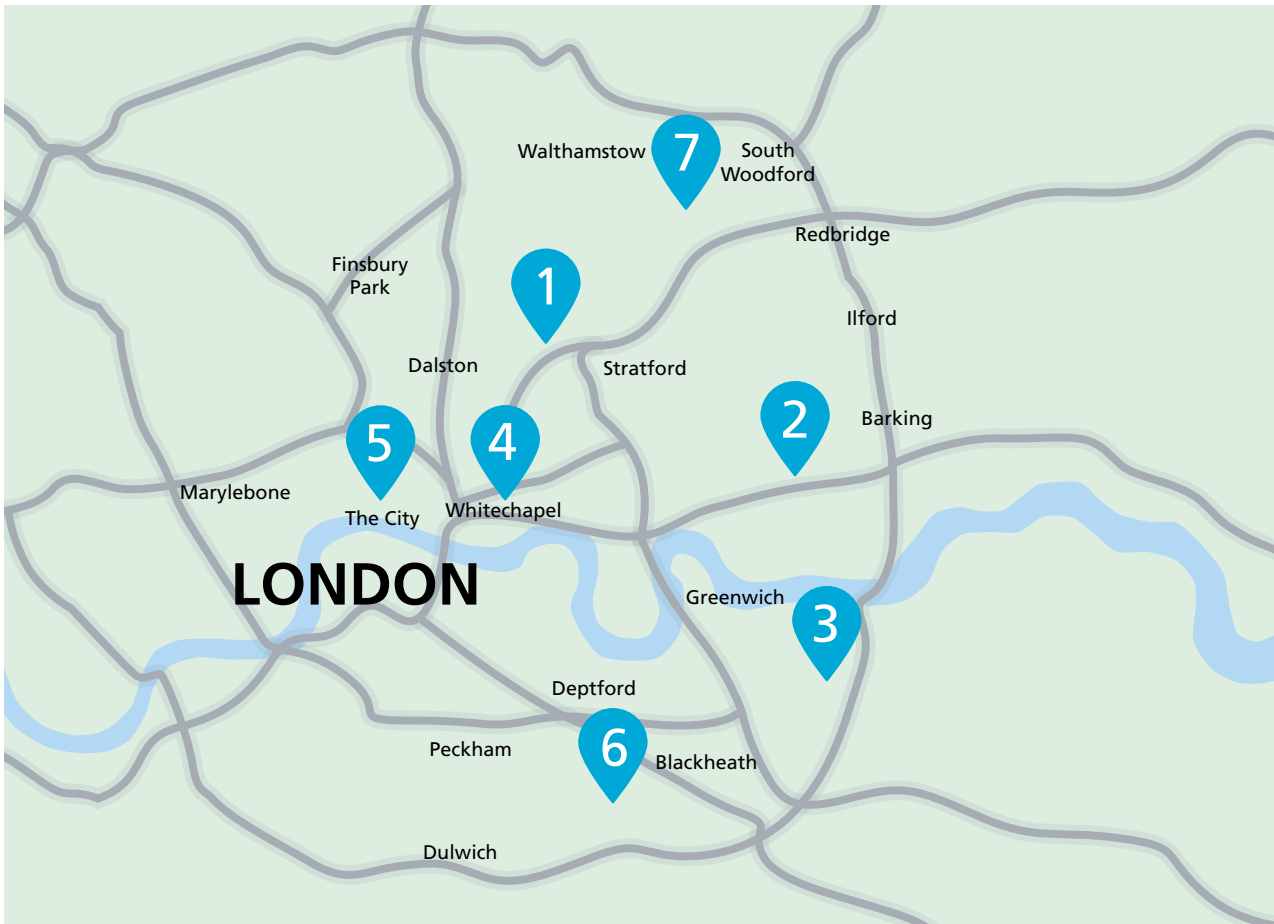
The Pathology Partnership is overseen by a strategic management board. Its principal role is to hold the Pathology Partnership's executive team to account for delivering services, service changes and strategic decision making.

The independence of the Pathology Partnership is reinforced by the strategic management board having an independent Chair (who reports to the CEOs of each Trust). This board also includes two executive directors from each of the three Trusts and five directors from the Pathology Partnership. When it comes to making decisions, each Trust has an equal voice and vote in the running of the organisation, while the Chair and Pathology Partnership Directors are non-voting.



Our Laboratories

The NHS East and South East London Pathology Partnership operates across seven hospital sites:



1 Homerton University Hospital

2 Newham Hospital

3 Queen Elizabeth Hospital

4 Royal London Hospital

5 St Bartholomew's Hospital

6 University Hospital Lewisham

7 Whipps Cross Hospital

Our vision and values

Every NHS organisation and service has a vision which it strives to achieve, along with a set of values which staff should embody and which should shape everything that they do.

It's important that the Pathology Partnership has a vision and set of values. Together, they set out how we should treat each other and everyone within the Pathology Partnership, our wider colleagues, our service users and every patient we support.

As the Pathology Partnership is hosted by Barts Health NHS Trust, it will adopt the Barts Health 'WeCare' vision and values. In addition, in the coming months we will work with Pathology Partnership staff to develop a vision that is bespoke to our organisation, and which reflects our collective goals and ambitions.

WeCare

Our vision, values and behaviours



WELCOMING



ENGAGING



COLLABORATIVE



ACCOUNTABLE



RESPECTFUL



EQUITABLE



The Barts Health 'WeCare' values and the behaviours that they embody are:

Value	Key behaviours
 <p>WELCOMING</p>	<ul style="list-style-type: none"> • Introduce yourself by saying "Hello, my name is ..." • Smile and acknowledge the other person(s) presence • Treat others as you would wish others to treat you • Ensure the environment is safe and pleasant for our patients, our colleagues and our visitors
 <p>ENGAGING</p>	<ul style="list-style-type: none"> • Get involved in making improvements and bring others with you • Encourage feedback from patients and colleagues and respond to it • Acknowledge efforts and successes; say thank you • Use feedback to make improvements, and empower colleagues to do this without needing to seek permission • Appreciate that this may be a new experience for patients and colleagues; help them to become comfortable
 <p>COLLABORATIVE</p>	<ul style="list-style-type: none"> • Give time and energy to developing relationships within and outside own team • Demonstrate pride in Team Barts Health • Respect and utilise the expertise of colleagues • Know your own and others' part in the plan
 <p>ACCOUNTABLE</p>	<ul style="list-style-type: none"> • Always strive for the highest possible standard • Fulfil all commitments made to colleagues, supervisors, patients and customers • Take personal responsibility for tough decisions and see efforts through to completion • Admit mistakes, misjudgements, or errors; immediately inform others when unable to meet a commitment; don't be afraid to speak up to do the right thing • Do not pretend to have all the answers; actively seek out those who can help
 <p>RESPECTFUL</p>	<ul style="list-style-type: none"> • Be helpful, courteous and patient • Remain calm, measured and balanced in challenging situations • Show sensitivity to others' needs and be aware of your own impact • Encourage others to talk openly and share their concerns
 <p>EQUITABLE</p>	<ul style="list-style-type: none"> • Value the perspectives and contributions of all and ensure that all backgrounds are respected • Recognise that individuals may have different strengths and needs, and that different cultures may impact on how people think and behave. Be curious to find out • Work to enact policies, procedures and processes fairly • Be open to change and encourage open, honest conversation that helps foster an inclusive work and learning environment • Remember that we all have conscious and unconscious bias; get to know what yours are, and work to mitigate them

Phased transformation

Between June 2021 and December 2023, there will be a series of planned service changes to enable us to operate as a single network on a single, shared laboratory information management system (LIMS).

Phase	Date	Description
1a	5 July 2021	Move of Homerton University Hospital NHS Foundation Trust GP Direct Access work to hub laboratory, underpinned by work on standardising tests and IT infrastructure
1b	September 2021	Move of Homerton University Hospital NHS Foundation Trust Microbiology and Virology to hub laboratory, underpinned by work on standardising tests and IT infrastructure
	October 2021	Transfer of Lewisham and Greenwich NHS Trust GP Direct Access work to Synlab
2	November 2022	Full implementation of single LIMS, Estates work at Homerton University Hospital and hub laboratory and further staffing changes to transform Homerton laboratory into an Essential Service Laboratory
3	December 2023	Full Implementation of single LIMS and further staffing changes to transform Queen Elizabeth and University Hospital Lewisham laboratories into Essential Service Laboratories (with cellular pathology) within the Pathology Partnership network

The role

JOB PARTICULARS

Job title:	Chair, NHS East and South East London Pathology Partnership
Salary:	Within £12k - £20k band (final terms subject to discussion)
Location:	Main base at the Royal London Hospital but requirement for travel to other sites / Trusts within the Partnership
Accountable to:	Chief Executives of: <ul style="list-style-type: none"> • Barts Health NHS Trust • Homerton University Hospital NHS Foundation Trust • Lewisham and Greenwich NHS Trust.
Time commitment:	4 days a month
Type of Contract:	Initial one year period, with option to extend for a further four years by mutual consent. Maximum of two terms (ten years).

DIMENSIONS

The NHS East and South East London Pathology Partnership ('Pathology Partnership) is being created to form a network across three NHS Trusts: Barts Health NHS Trust (the host), Homerton University Hospital NHS Foundation Trust and Lewisham and Greenwich NHS Trust. The Pathology Partnership will be based on well-established models for pathology networks, with the Royal London Hospital becoming the main hub laboratory for the network and Essential Service Laboratories (ESL) as a minimum at all other Hospitals.

The rationale for pathology networks is to reduce unwarranted variation in how NHS pathology services are delivered to patients. NHS Improvement set out that:

"By bringing together clinical expertise, pathology services will become more efficient in order to deliver better value, high quality care for patients. As well as enhancing the careers of pathology staff, it will also improve the productivity of labs and how much they cost to run."

The arms-length hosted organisational model used by the Pathology Partnership follows NHS Improvement's guidance for pathology integrations which are staying entirely within the NHS. The structure is formally described as a 'Unit organisation hosted by one Trust'.

Pathology is made up of the following services – Blood Sciences including Haematology, Blood Transfusion and Biochemistry; Infectious Diseases including Microbiology and Virology; Cellular Pathology including Histopathology, non-gynae Cytology and mortuary services; Immunology; Cytogenetics and Molecular Haematology; Immunophenotyping; Clinical Transplantation and Retinoblastoma.

The 2020/21 total operating costs across the Partnership is £119.4m with a workforce establishment of 843 WTE. The Partnership has a plan to fully implement a new Target Operating Model by December 2023, which will create a fully integrated network of a hub laboratory (located at the Royal London Hospital) and six Essential Service Laboratories underpinned by a single Laboratory Information Management System (LIMS). This Target Operating Model will result in a planned net saving of £31m over a 10 year period.

The Pathology Partnership was established on 1 May 2021 via a Collaboration Agreement signed by the three partner Trusts. The Collaboration Agreement sets out that the Partnership is governed by a Strategic Management Board, comprising two Executive Directors from each of the three partner Trusts and five Directors from the Pathology Partnership.

The Strategic Management Board is the governance vehicle for the three Trusts as owners to hold the Partnership's management accountable for performance and service changes to deliver a new Target Operating Model. Detailed customer relationships are managed outside of the Strategic Management Board by the Partnership and a specified division within each Trust containing pathology consultants. These divisions are the 'intelligent customer' for the services provided by the Partnership. Any issues not resolved by individual customer meetings will be escalated to the Strategic Management Board. Terms of reference for the Strategic Management Board are available upon request.

JOB PURPOSE

The Pathology Partnership's Chair is responsible for:

- Providing clear leadership of the Partnership's Strategic Management Board and setting the standards for collaborative working, including acting as a key point of contact for the boards of participating Trusts;
- Setting the Board agenda and providing effective chairmanship of these meetings;
- Leading the Strategic Management Board in establishing effective decision-making processes and acting as the guardian of due process, potential conflicts of interest and principles of good governance;
- Ensuring that specific governance principles set out in the Collaboration Agreement are adhered to;
- Ensuring the Strategic Management Board collectively, and individual Trust Executive Directors on the Strategic Management Board, apply sufficient challenge, ensuring that no significant decisions are taken until they have been robustly tested;
- Leading Trust Executive Directors on the Strategic Management Board in holding Directors of the Pathology Partnership to account for the satisfactory operation and management of the Pathology Partnership, delivering the Target Operating Model and addressing any service issues escalated by individual Trusts;
- Ensuring that the Strategic Management Board identifies the key risks that the Pathology Partnership faces in implementing its Target Operating Model and strategy;
- determining its approach and attitude to providing effective oversight of those risks and ensuring that prudent controls are in place to assist in managing risk;
- Facilitating the effective contribution of all members of the Strategic Management Board, drawing on their individual skills, experience and knowledge;
- Where required, arranging informal meetings of the Directors, to ensure that sufficient time and consideration are given to complex, contentious or sensitive issues;
- Developing constructive relationships with the Partnership's Directors, in particular with the Managing Director, providing support, guidance and advice while respecting executive responsibility. Conducting a performance appraisal of the Managing Director;
- Ensuring that constructive relationships based on candour, trust and mutual respect exist between Trust Executive Directors and Partnership Directors;
- Ensuring that constructive dialogue takes place regarding any disputes arising between Trusts in connection with the Pathology Services and facilitating constructive resolution of any such disputes, including any required discussions with Chairs, Chief Executives and Board members of Trusts to resolve disputes;
- Ensuring that the Strategic Management Board receives accurate, high quality, timely and clear information; and is sufficiently supported by effective participation of members of the Strategic Management Board.
- Ensuring that there is appropriate delegation of authority from the Strategic Management Board to the senior management team;
- When a replacement Executive Director is required from any of the three partner Trusts, work with that Trust's CEO to ensure that there is a balance of skills across the six Executive Directors to maximise the collective contribution of these Executive Directors; and
- Where necessary, lead in seeking the removal of Trust Executive Directors and Pathology Partnership Directors from the Strategic Management Board.

Person specification

The Pathology Partnership is looking for a Chair who has:

- A track record of strategic, board level leadership in a complex public sector, private or third sector organisation of a similar scale, which has undergone significant cultural and organisational change;
- Experience of operating in a Non-Executive capacity;
- Experience of partnership working and the ability to work effectively in a leadership role with a range of internal and external stakeholders;
- Knowledge and understanding of healthcare. Some knowledge of Pathology would be beneficial, but is not essential;
- The ability to provide strong challenge and standard setting on productivity, pace and sustainability when holding executives to account;
- Proven governance, organisational and financial skills, including those relating to strategic planning, risk management and organisation-wide performance management;
- A commitment to equality, diversity and inclusion; and
- Meets requirements of NHS 'Fit and Proper Persons' standards.

We welcome candidates from diverse backgrounds who can apply their experience from different sectors, as well as from health, to this demanding role.

How to apply

The closing date for applications is 8 June 2021. Applications should be made by submitting:

- A full and updated CV, which includes your contact details and email address.
- A personal statement of no more than two sides of A4, which should explain why you are interested in applying for the role and how you believe you meet the requirements set out in the person specification.
- Contact details for up to four referees (who will not be contacted without your permission)
- A completed **Equal Opportunities Monitoring Form** and **Fit and Proper Person Monitoring Form**.

All applications should be sent to:
applications@hunter-healthcare.com.
All applications will be acknowledged.

For an informal conversation about the post, please contact Rhiannon Smith or Jenny Adrian at our recruitment partners, Hunter Healthcare by email: **jadrian@hunter-healthcare.com** or phone: **07939 250362**

KEY DATES:

APPLICATION DEADLINE	8 JUNE
LONGLISTING	15 JUNE (TBC)
SHORTLISTING	25 JUNE (TBC)
INTERVIEWS & SELECTION EVENT	w/c 5 JULY



NHS East and South East London

Pathology Partnership



Hunter Healthcare
T: 020 7935 4570
E: enquiries@hunter-healthcare.com



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