



DHU Health Care



Position Profile

Medical Director

Stephen Bateman, Chief Executive Officer

January 22, 2021



Company Profile

DHU Health Care CIC provides a range of services including; out-of-hours, NHS 111 and integrated urgent care across the East Midlands and Milton Keynes. Originally operating in Derbyshire, they have expanded into Northamptonshire, Nottinghamshire, Leicester, Leicestershire & Rutland, Lincolnshire and Milton Keynes. Formed by the merging of two GP co-operatives in 2006, they have been at the forefront of innovation within the sector and were chosen to pilot the NHS 111 service.

The Facts:

- CEO: Stephen Bateman
- Founded in 1989
- Head quartered in Derby with multiple locations, delivering services across the East Midlands and Milton Keynes
- Services: Out-of-hours medical services, NHS 111, community nursing, urgent care centres, clinical advice and assessment services, A&E primary care streaming services, GP practices and home visiting
- No. of employees: 1,700 and 400 sessional GPs and 400 agency numbers
- No. of users: 3 million patient contacts per annum, covering a population of 5.5 million
- Website: www.dhuhealthcare.com

In 2010, DHU was chosen as a pilot organisation for NHS 111 in Derbyshire and commenced providing community nursing services. A year later after the collapse of NHS Direct, they picked up the majority of the NHS 111 contracts in the East Midlands area and have been delivering these since 2013.

DHU has diversified its product offering: delivering A&E streaming services to the Chesterfield Royal Hospital and subsequently extending this to the University Hospital Derby & Burton sites as well as Leicester Royal Infirmary A&E department. DHU also instigated a home visiting service and extended hours clinical hubs in Erewash as part of the Prime Minister's Challenge Fund and the NHS England New Models of Care Vanguard programme.

These urgent care services use a mixed clinical workforce of GP's, Advanced Nurse Practitioners and Healthcare Assistants. DHU's growth continued, and in 2016, they regained the East Midlands NHS 111 contract, including Lincolnshire, and also took on the Leicester, Leicestershire & Rutland (LLR) out-of-hours provision.

In LLR, DHU began to offer integrated urgent care provision and 24-hour home visiting services. To support this DHU has been collaborating with local GP Federations in Leicestershire and have established two joint partnerships alongside urgent care hubs. More recently in 2019, DHU expanded into Northamptonshire and extended our urgent care into Milton Keynes. As a community interest company, DHU does not report to shareholders, so place patients at the heart of what they do. Although our heritage is Derbyshire, DHU's success has led to geographical expansion and significant growth:

2014/2015 – DHU Turnover £23 million

2018/2019 – DHU Turnover £63 million

2020/2021 – DHU current Turnover £82 million.



Working to Promote Innovation

DHU works closely with the NHS to design policy, and they are at the forefront of integrated urgent care regulations. Our work with the NHS means that they have become a testbed for innovation, specifically for the NHS 111 service. DHU also conducted pilots with clinical pharmacists and have embedded this workforce successfully, and were one of the first NHS 111 providers to incorporate dental nurses. As well as continual development of our clinical assessment services to ensure patients can receive clinical intervention as soon as possible. DHU also has strong links with the East Midlands Ambulance Service to ensure effective support for patients.

DHU's findings have been included in the 2017 NHS guidelines concerning integrated urgent care. Our collaborative partnership approach in the East Midlands means that they are involved with leadership throughout the region, developing strong relationships with healthcare services and sector leaders. DHU are the only non-government body to be part of the sustainability and transformation partnership board for Derbyshire. DHU is seen as a partner, not an independent provider.

DHU's ability to mobilise contracts on time is critical for safeguarding services and staff jobs. Where appropriate they partner with GP Federations which allows them to combine our significant experience with our local knowledge of the patient population to our care provision. Striving to be financially aware at all times, DHU endeavors to provide clear assurances to the local community about the benefit of our services to engender local support.

Adapting to changing NHS Management

One of the primary challenges DHU faces is the changing management of the NHS both locally and nationally. As DHU provides its service over six Sustainability and Transformation Partnership (STP) areas, it is essential that we are aligned to each STP plans as part of the development of Integrated Care Systems (ICS's), and ultimately to the NHS Long Term plan.

DHU's status as a growing company brings challenges, both in terms of recruitment and the pressure exerted on our back office. To reduce the impact of this, DHU has implemented a divisional structure, ensuring local management teams are both operationally and clinically focused in that area. As the length of DHU contracts change, we must adapt. Previously, we had short-term and rolling contracts, but now we have moved to longer contracts, often lasting five years. This presents an opportunity but requires strong business processes and reporting to multiple commissioners.

DHU has introduced ISO quality management systems across the organisation to continually improve our performance; together with ISO accreditation for Business Continuity and Information systems and security. DHU continues to develop a mixed clinical workforce, including GPs, advanced nurse practitioners, community nurses, general nurses, clinical pharmacist and emergency care practitioners.



Recruitment and retention of staff is difficult in the health sector, DHU are combatting this, working in partnership with Health Education England and local universities on the development of advanced nurse practitioners training and clinical development opportunities. DHU works closely with our NHS Commissioners in the design of services using workforce development modelling to meet the future needs of our patients. By maintaining close relationships with Clinical Commissioning Groups and local NHS and social care providers, DHU are sure we will continue to grow. As our provision expands, pressure will increase on our services but at DHU we are confident that we will meet the challenges and remain at the forefront of the sector for years to come.

Executive Team

Stephen Bateman – Chief Executive Officer (CEO) DHU Health Care CIC

Stephen joined DHU as Chief Operating Officer on 6th January 2014, he was promoted to Chief Executive Officer in July 2014. Stephen has had a successful career in healthcare where he has previously worked for Allied Healthcare Group and Saga Healthcare. He has a wealth of operational, finance, customer service, project management, and commercial experience in the UK and abroad. Stephen is a Chartered Accountant (CPFA) and Member of Association of Accounting Technicians (MAAT). Stephen resides in Nottingham and is married with 3 children. He is interested in football, cricket, golf, gardening, travel and DIY.

Company Director of DHU Health Care C.I.C.

Company Director of DHU 111 (East Midlands) C.I.C.

Company Director of DHU Urgent Care (Leicester, Leicestershire and Rutland) C.I.C.

Company Director of DHU Urgent Care (Derbyshire) C.I.C.

Company Director of DHU 4FED Urgent Care (West Leicestershire) C.I.C.

Dr Ian Matthews – Medical Director, DHU Health Care CIC

Dr Ian Matthews was appointed to the role of Medical Director for both DHU and DHU 111 (East Midlands) CIC in September 2016. Ian's experience within the NHS 111 service is extensive, having been Regional NHS111 Clinical Lead and a member of the National NHS111 Clinical Leads Group until April 2013. Ian was one of only 3 GPs who were part of the team assuring NHS England that robust governance arrangements were in place prior to any new NHS111 service being authorised.

More recently Ian was the Assistant Medical Director for NHS England, North Midlands and was involved in the work around practitioner performance. Ian has been a GP working in Spondon and Chaddesden in Derby since 1990 and has been a Senior Clinician for over 15 years, including chair of the Professional Executive Committee for Derby City PCT.

Ian has links to DHU for the past 20 years since before Derbyshire Healthcare Limited' (DHC) and 'Derbyshire Medical Services Limited' (DMS) merged to become DHU.

Company Director of DHU Health Care C.I.C.

Company Director of DHU 111 (East Midlands) C.I.C.



Jenny Tilson, Director of Nursing and Quality, DHU Health Care CIC

Jenny brings to DHU over 30 years of nursing experience; she has worked in acute trusts within the specialities of medicine, emergency care, and education across the East Midlands. Jenny has held many senior management nursing positions and practiced as an advanced Nurse Practitioner within her career. Jenny joined Derbyshire Healthcare in 2005 as a Senior Nurse Practitioner, and then within the newly formed DHU went on to become Senior Nurse Clinical Practice.

In 2008 Jenny became Head of Nursing and in 2012 Jenny was appointed to Executive Director of Nursing and Quality and member of the DHU Health Care C.I.C. board. Through her career Jenny has had a passion for leading and delivering excellence in patient care and outcomes. Jenny is an experienced coach, leading individuals and teams to achieve the best outcomes for quality patient care and the organisation. In her spare time, Jenny enjoys traveling, keeping fit, learning Spanish and spending time with her husband and their two daughters and son. Company Director of DHU Health Care C.I.C.

Pauline Hand, Managing Director for DHU 111 (East Midlands)

Pauline has worked for DHU since its inception. Prior to this, Pauline commenced employment with Derbyshire Medical Services (DMS) in August 2006, as Operations Manager and assisted with the merger between DMS and Derbyshire Health Care, which ultimately formed DHU. She was appointed to the Main Board of DHU as an Executive Director in November 2012.

Pauline has a degree in Business Management and over 20 years' experience of working within the NHS. In the NHS Pauline has worked in a variety of roles, including Risk Management, Site Services, Outpatients and as a Senior Manager in a Community Hospital. Prior to the NHS Pauline worked in Human Resources, in private industry, for 11 years. When Pauline is not at work she enjoys travelling, eating out, walking and spending time with her family.

Company Director of DHU Health Care C.I.C.

Company Director of DHU 111 (East Midlands) C.I.C.

Paul Tilson, Managing Director, Urgent & Emergency Care

Paul brings to DHU over 25 years of nursing experience working in acute trusts within the specialities of cardiology, medicine, emergency care and more recently primary care across the East Midlands. Paul has held many senior clinical and managerial positions within the NHS, locally at Queens Medical Centre, Sherwood Forest Hospitals and Chesterfield Royal Hospital, practicing as an Emergency Nurse Practitioner and Advanced Nurse Practitioner within Emergency & Primary Care.

Joining DHU as a part time Senior Nurse Practitioner in 2006 Paul also continued to work within secondary care until he was appointed as Clinical Head of Operations within DHU in 2012 working across the 111 service, Out of Hours and the Community Nursing services. In 2015, following an organisational restructure within DHU Paul was promoted to Deputy Clinical Director for DHU, Primary Care & Operations and more recently his present role as Managing Director for the DHU Urgent Care (Derbyshire) Division in 2017. Paul's role is to provide clinical and operational leadership across the county of Derbyshire for DHU including new service mobilisation and improvement initiatives across the urgent care network. Company Director of DHU Urgent Care (Derbyshire) C.I.C.



Clinical Directors Team:

Dr Aqib Bhatti, Clinical Director, DHU (Urgent Care Derbyshire)

Aqib is an executive director of the DHU Health Care Board and a Clinical Director of the DHU Urgent Care (Derbyshire) C.I.C. Board. Aqib has been a GP partner at a surgery in Long Eaton since 2009. He frequently undertakes GP shifts for DHU during the out of hour's periods allowing him an invaluable insight into the operations of DHU first hand. Aqib's particular medical interests are cardiovascular medicine and he is a practicing aesthetic clinician. Aqib lives in Derby and is married with two children.

Company Director of DHU Health Care C.I.C.

Company Director of DHU Urgent Care (Derbyshire) C.I.C.

Dr Saurabh Johri, Clinical Director, DHU Urgent Care (Leicester, Leicestershire & Rutland)

In 2016 Dr Saurabh Johri joined the DHU as the Clinical Director responsible for Leicester, Leicestershire and Rutland (LLR) Out of Hours Service. He has a base in our Fosse Park Offices, Leicester.

Saurabh has a wealth of experience within healthcare having worked as the Clinical Lead for the Out of Hours Service and the NHS 111 Service on behalf of the Commissioners in LLR, Board Member of West Leicestershire CCG, Non-executive Director of CNCS and Chair of North West Leicestershire Primary Based Commissioning Group. Saurabh continues to work as a GP in his surgery in Ibstock.

Saurabh has a First Class Honours Degree and qualified for his MBChB at Leicester Medical School.

Company Director of DHU Urgent Care (Leicester, Leicestershire and Rutland) C.I.C.

Company Director of DHU 4FED Urgent Care (West Leicestershire) C.I.C.

GP Clinical Director DHU 111 (East Midlands)

Post vacant and out to recruitment

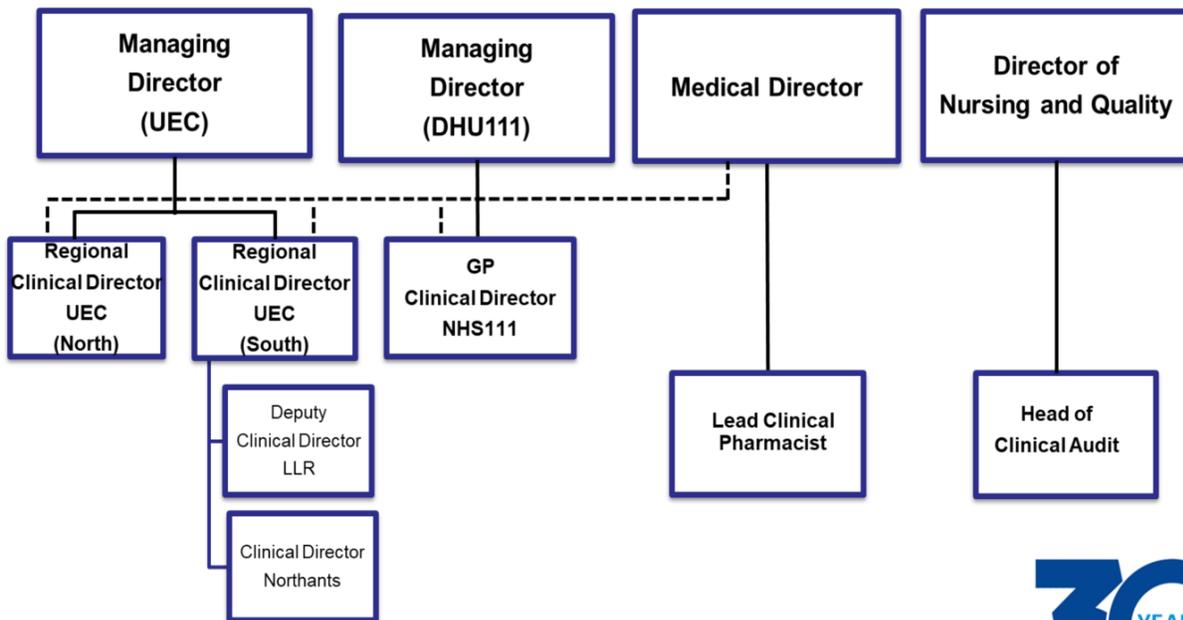


Structure Charts

Executive Team Structure



Departmental Structure & Direct Reports



Key Responsibilities

DHU Health Care CIC is a leading provider of integrated urgent care services across the East Midlands with aspirations for growth nationally. The Organisation is in a period of consolidation and successful business development is essential to ensure sustainability.

Job Purpose and Key Responsibilities:

Accountable operationally to the CEO, the Medical Director is responsible for the strategic clinical leadership within DHU Health Care Community Interest Company ["DHU"], for driving continuous service improvement and ensuring the effective delivery and productivity of clinical services.

Professionally responsible for all medical staff within the CIC and overall lead for appraisal, job planning and development. The postholder will ensure that regulatory targets and compliance for clinical quality, risk and governance standards are met.

The Medical Director will be a full member of the Board and the Executive Management Team and will share corporate responsibility for the decisions of the Board.

The Medical Director as the strategic and dynamic clinical leader will provide advice to the Chief Executive and Board on all professional medical issues in relation to the primary, urgent and emergency care agenda across the health community and lead clinical collaboration within the organisation, in partnership with other clinicians.

The postholder has a key role in developing clinical leadership through the management model which will deliver a robust clinical strategy that supports effective and efficient models of service delivery and high quality patient care.

The Medical Director is expected to contribute to the development and delivery of the wider clinical primary, urgent and emergency care systems and organisational agenda, and to work with the Director of Nursing and Quality to ensure effective service delivery within DHU.

The Medical Director, with the Director of Nursing and Quality will be responsible for clinical effectiveness and will support the Director of Nursing and Quality in elements of Patient Safety and Patient experience.

DHU's frontline workforce is made up of GP's, Advanced Nurse Practitioners, Paramedics, Nurses, HCA's and other Allied Health professional/support workers. The Medical Director and the Director of Nursing and Quality will support the professionalisation, enhanced clinical practice and employment practices of the registered professional groups, and ensure health professionals are performing within the expected code of conduct in relation to their professional body.

The Medical Director will also lead and give assurance on the development and working practices of a growing Clinical Assessment function, with support from the Clinical Directors.



Key Responsibilities:

- Provide dynamic leadership of medical and clinical issues across NHS111, primary, urgent and emergency care, and other healthcare settings, as appropriate.
- Take the lead role in shaping the policies and strategies for developing and modernising clinical practice throughout DHU, in order to ensure high quality, safe and appropriate healthcare services for our patients.
- Take lead responsibility for the clinical service strategy, clinical performance and professional practice, and in association with the Director of Nursing and Quality the oversight of clinical governance and assurance frameworks.
- Responsible for safe and effective management of medicines and controlled drugs including responsible signature for procurement of said medicines.
- Responsible for the review and management of drug errors.
- To Chair the DHU Clinical Leaders forum to review and approve clinical strategy, plans, advice and leadership decisions for implementation across DHU services in line with quality care standards and developments across our healthcare community.
- To develop new and innovative approaches to the delivery of urgent and unscheduled care services, working collaboratively with the local health systems, STPs and Integrated Care Systems (ICSs).
- Fulfil statutory and corporate responsibilities as a Director and member of the Board and ensure that DHU adheres to appropriate policy and practices across all activities but with specific attention to the management of clinical issues.
- To support the delivery of compassionate care through values driven behaviours in line with DHU's own values.
- Take shared corporate responsibility in the shaping and delivery of the organisation's strategic direction and the development of the organisation's culture.
- In conjunction with the Director of Nursing and Quality, develop and maintain systems of clinical governance which will ensure that DHU places patient safety at the heart of the organisation, and that systems and processes are integrated into the fabric of day to day service provision.
- Under the leadership of the Director of Nursing and Quality, the postholder should work collaboratively to ensure effective systems and processes are in place for clinical audit and clinical governance.
- Work in partnership with the Director of Strategy, People and Partnerships and Director of Nursing & Quality to oversee the clinical components of education, training and development of

the registered workforce and any necessary extension of skills for the workforce in line with changing health community needs.

- To be the executive lead on clinical research and evaluation activities within DHU, including developing working relationships with health and care academia and providers as part of DHU's Clinical Strategy.
- Maintain effective communications with key clinicians within the organisation, ensuring that the clinical workforce is actively engaged in the development of services and clinical policy and protocols.
- Establish and maintain excellent relationships with the local community and the wider health economy, ensuring that DHU's reputation is supported and enhanced.
- Working alongside the Director of Nursing and Quality Provide to provide management leadership to the Clinical Directorate.
- Take the lead on advising on clinical performance or disciplinary matters in relation to medically trained personnel (e.g. GP's) and pharmacists.
- Executive lead on coroner's issues and nominated executive to oversee high profile coroner's court cases as part of the serious incident management policy and procedure. To support the Clinical Directors and other DHU colleagues that attend coroners' court on behalf of DHU.
- Ensure that DHU fulfils its responsibilities to provide a trained medical advisory team to support the organisations response to major and critical incidents
- Take strategic responsibility with the Director of Nursing and Quality for service and policy development, particularly relating to national or regional initiatives, directives from the National Institute of Clinical Excellence (NICE), Care Quality Commission and agreed Clinical Commissioning Groups delivery plans.
- Advise the Board on the impact of legislation and national policies on DHU's ability to deliver safe, high quality clinical services.
- Participate in the Corporate Business Continuity on-call rota for Gold Command.
- Represent DHU and its work in NHS 111 and Urgent care at local, regional and national forums in order to promote DHU and its work

To work with the Company Secretary and Director of Finance on all employment legal matters to ensure that all legal costs and liabilities are accounted for accurately and completely. Escalate concerns to the CEO, Nominations & Remuneration Committee and Board as required.

The successful candidate will be required to attend the Board member on appointment, and will be a member of the Executive Team with the ability to provide challenge where appropriate.



Job Dimensions:

DHU Staff – 1,800

Annual Operating Budget/Project Budget/Revenue: c. £82 million

Direct reports:

- Lead Clinical Pharmacist

Indirect reports:

- x3 Regional Clinical Directors
- Professional responsibility for GP's and Clinical Pharmacists. To note the Director of Nursing & Quality is responsible for Advanced Nurse Practitioners, Nurses and Paramedic Practitioners.

Summary points:

- The Medical Director's remit is to drive innovation and change by providing Strategic solutions to support business challenges through our people.
- Be part of a growth, change transformation journey/story underpinned by a clinical strategy
- Huge changes are underway in the areas of clinical practice, commissioning and providers, system governance & collaboration, organisational structures and technology across the Health and Care landscape.
- The opportunity to make a social contribution and "make a real difference"
- The incumbent of this role will have substantial responsibility, DHU needs somebody who has gravitas and strives to achieve.
- DHU is on the journey of major business growth with over 3 million patient contacts per year and plans to achieve £100 million a year in revenue supported by an organisational development programme.

Compensation: Competitive base salary

Performance based bonus 10%

£5K car allowance

Pension Plan: 20.6% employer contribution/14.4% employee contribution

2x Pensionable Salary Death in Service (after 2 years of employment)

£2400 per annum on call allowance per annum (on call frequency every 6 -8 weeks as Gold Command)

25 - 28 days annual leave (or in line with NHS continuous service)

Healthcare Plan (after 6 months on passing probation)

Reporting to: Chief Executive Officer (CEO)

