



Could you help lead and transform the NHS?

Imperial College Healthcare NHS Trust

Two Non-executive directors

Candidate information pack

Reference: L1809



We value and promote diversity and are committed to equality of opportunity for all and appointments made on merit. We believe that the best boards are those that reflect the communities they serve.

We particularly welcome applications from women, people from the local black and minority ethnic communities, and disabled people who we know are under-represented in chair and non-executive roles.

Our recruitment processes are conducted in accordance with the Code of Governance to ensure that they are made on merit after a fair and open process so that the best people, from the widest possible pool of candidates, are appointed.

Contents

1. The opportunity	4
2. The person specification	5
3. About the Trust	7

Appendix 1: Role and responsibilities

Appendix 2: More information

Appendix 3: Making an application

Appendix 4: Key dates

1. The opportunity

We are recruiting two new non-executive directors for Imperial College Healthcare NHS Trust (ICHT). This is an exceptional opportunity to share your talents and expertise to make a positive difference to people's lives and to support one of the UK's leading NHS Trusts as it embraces the exciting and life enhancing developments of integrated healthcare for the 21st century.

One of the largest NHS Trusts, Imperial College Healthcare, provides a wide range of acute and specialist care for nearly two million people in London, nationally and internationally. Each of its five hospitals - Charing Cross, Hammersmith, Queen Charlotte's & Chelsea, St Mary's and The Western Eye – has an acclaiming track record in research and education, influencing clinical practice nationally and worldwide. With its academic partner Imperial College, the Trust was one of the UK's first Academic Health Science Centres.

2017's award-winning BBC2 documentary 'Hospital' showed the Trust leading developments in many aspects of care and treatment, from pioneering new surgical techniques and immunotherapies to establishing the benchmark for holistic care for the growing number of hospital patients with dementia. It is helping to design an integrated care approach with patients and partners across the medical spectrum from health education to primary care to acute and has been recognised as one of the NHS's Global Digital Exemplars. The Trust is committed to building stronger partnerships across the healthcare system, including fellow acute trusts, community and mental health providers, GPs, Clinical Commissioning Groups (CCGs) and other strategic partners co-creating the agenda to integrate care and strengthen patient pathways. Its established strengths as a clinically and research-led organisation will serve it well as it addresses challenges and realises the opportunities for the health service in the NHS 10 year plan.

At the same time, the Trust is working to progress an ambitious estates redevelopment strategy to modernise its hospitals. This strategy will reduce a significant backlog of maintenance liability – the largest in the NHS. The Trust has challenging targets to continue to reduce its financial deficit but has demonstrated its ability to do so. Its focus is on delivering cost-effective services delivered by caring and expert colleagues who are valued and motivated, while meeting strategic and financial priorities and performance targets.

The in-coming non-executives will work with the Board and its new Chair, Paula Vennells, to develop the Trust's strategy and vision, enhancing its ability to deliver its ambitious goals of providing excellent care and outstanding clinical services within a modern estate. They will have the opportunity to harness the huge potential of the skilled and committed people working at the Trust, capitalising on rising colleague engagement and strong clinical leadership. All candidates must be confident in a

high performing, Board environment and in their ability to constructively challenge and probe performance in a large and complex organisational setting. The successful candidates will embody the Trust's values, holding the patient at the front and centre of everything that Imperial does. Candidates will also be passionate about how digital and data can improve productivity and enhance the working life of colleagues in the front line.

Whilst Non-Executive Directors share joint accountability and contribute across the wide agendas that come to the Board, the Chair is looking to deepen Board experience in redevelopment as one or more new hospitals need to be built in the next 5-10 years, and in shaping strategy and innovation as Imperial develops its long term plans.

2. The person specification

The 'redevelopment' Non-Executive will bring experience of estates transformation, specifically with experience in capital raising and stakeholder management amidst complex infrastructure projects. This person will bring a strategic understanding to the Trust's estates strategy, to advise the Trust as it modernises and improves current service sites and hospitals over the next decade. The successful candidate will demonstrate resilience, drive, positivity, and a clear ability to inspire and influence the Trust's actions and engagement from a position of experience, integrity and authority. Most of all they will demonstrate an ability to put patients at the centre of service provision, with a strong future focus on new and the changing needs and opportunities.

The 'strategy and innovation' Non-Executive Director will bring an understanding of the strategic direction of travel in health. They will be experiencing building strong external partnerships in healthcare, understanding environments where high quality, service, future sustainability and innovation are valued. Ideally this person will have a good understanding of the digital agenda, of its implications on healthcare provision and be a poignant advocate. The best candidates will be those who understand, through their own leadership experience, how successful organisations adapt to embrace the future health agenda, helping the Trust to realise its vision of 'Better Health for Life.' Candidates will bring an understanding of how to co-create integrated plans with our partners to help us deliver our clinical strategy. This person will help the Trust to strengthen current relationships while building new partnerships, engaging widely as a thought leader across the system, with a focus on providing the best care to the patients we are proud to serve.

The Trust is committed to equality, diversity and inclusion and welcomes diversity of thought, approach and background in all our people. The Trust welcomes applications from diverse candidates.

You will need to have a genuine commitment to patients and the promotion of excellent health care services and you will need to be able to demonstrate you can use your experience to:

- work alongside other non-executives and executive colleagues as an equal and supportive member of the board;
- bring independence, external perspectives, support, skills and challenge to strategy development;
- hold the executive to account as a ‘critical friend’ by providing purposeful, constructive scrutiny and challenge; and
- shape and actively support a healthy culture for the trust.

All non-executive directors must **champion the standards of public life** – by upholding the highest standards of conduct and displaying the principles of selflessness, integrity, objectivity, accountability, openness, honesty, and leadership.

As a NHS Non-Executive Director, the successful candidate will be able to demonstrate the range of behaviours required to contribute effectively in this board level leadership role. These are outlined in the NHS Leadership Academy’s [Healthcare Leadership Model](#).

- On average this role will require the equivalent to 2 to 3 days a month.
- The remuneration payable is £6,157 per annum.

Given the significant public profile and responsibility members of NHS Boards hold, it is vital that those appointed inspire confidence of the public, patients and NHS staff at all times. NHS Improvement makes a number of specific background checks to ensure that those we appoint are “fit and proper” people to hold these important roles. More information can be found on our [website](#).

3. About Imperial College Healthcare NHS Trust

Imperial College Healthcare NHS Trust provides acute and specialist healthcare for around two million people every year. We are one of the largest NHS trusts in the country, with close to 12,000 staff.

Our five hospitals – Charing Cross, Hammersmith, Queen Charlotte's & Chelsea, St Mary's and the Western Eye – have a long track record in research and education, influencing clinical practice nationally and worldwide. We have a growing number of community services and provide private healthcare in dedicated facilities on all of our sites, including at the Lindo Wing at St Mary's Hospital.

With our partners, Imperial College London, The Royal Marsden NHS Foundation Trust and Royal Brompton & Harefield NHS Foundation Trust, we form Imperial College Academic Health Science Centre. This is one of 11 academic health science centres in the UK, working to ensure the rapid translation of research into better patient care and excellence in education.

Our mission and strategic goals

In March 2019, we adopted a new strategy setting a clear and cohesive direction for our organisation, rooted in our core values – kind, expert, collaborative and aspirational.

Our mission is to be a key partner in integrated healthcare and to drive health and healthcare innovation and to deliver outstanding care, education and research with local, national and worldwide impact.

Our strategy sets a clear and cohesive direction for our organisation, rooted in our core values. Enabling us to deliver our vision of 'better health, for life.' Our strategy is based on three overarching strategic goals:

- to help create a high-quality integrated care system with the population of north west London.
- to develop a sustainable portfolio of outstanding services.
- to build learning, improvement and innovation into everything we do.

We have linked these broad strategic goals to more specific priorities and developments, starting with our plan for 2019/20. Development of longer term objectives, priorities and programmes, in partnership with patients, colleagues and partners, will form the next phase of work. To find out more, please click here: <https://www.imperial.nhs.uk/about-us/our-strategy>.

Our values

Our new strategy and overarching goals are underpinned by our Trust values:

Kind – we are considerate and thoughtful, so you feel respected and included.

Expert – we draw on our diverse skills, knowledge and experience, so we provide the best possible care.

Collaborative – we actively seek others' views and ideas, so we achieve more together.

Aspirational – we are receptive and responsive to new thinking, so we never stop learning, discovering and improving.

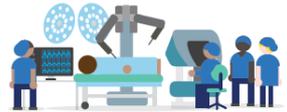


Our vision: Better health, for life

Strategic goals



To help create a high quality integrated care system with the population of north west London



To develop a sustainable portfolio of outstanding services



To build learning, improvement and innovation into everything we do

2019/20 objectives

<p>To enable more patients to get the right care and support, in the right place, at the right time – focusing this year on improvements in operational processes and use of data</p>	<p>To expand and connect developments that enable better integration of care – focusing this year on establishing strong partnerships and involvement, new care models and systems to support collaboration</p>	<p>To reduce unwarranted variations in care pathways – focusing this year on projects supported by the Flow Coaching Academy Imperial and guided by external benchmarking on quality and efficiencies</p>	<p>To develop strategic solutions to key challenges – focusing this year on staff recruitment and retention, reducing our underlying financial deficit and estates redevelopment</p>	<p>To strengthen the connections between our service developments and our research – focusing this year on data and digital initiatives and expanding staff involvement</p>	<p>To achieve a measurable improvement in our organisational culture – focusing this year on improvements in leadership, fairness and collaboration</p>
---	---	---	--	---	---

2019/20 key initiatives

<p>Keeping care flowing collaborative A range of projects to ensure patients are able to move through our care pathways as quickly and smoothly as possible – focusing on improving real-time operational data, emergency department pathways, ward-level processes and discharge from hospital</p> <p>New care models Key developments include new approaches to outpatient services, the children's hospital network and new adult respiratory pathway and facilities within our 'healthier hearts and lungs' proposal, and collaborations such as RM Partners, West London Cancer Alliance, a sector-wide imaging network and Hammersmith and Fulham Integrated Care Partnership</p>	<p>Digital connectors The programme includes the expansion of the Care Information Exchange, providing patients and clinicians in north west London with secure online access to health records and two-way communications, working with Chelsea and Westminster to roll out our Cerner electronic patient record system across their hospitals, and improving the accurate capture and use of digital data</p> <p>Primary care partnerships Piloting new ways of working with primary care networks and building on learning to date from our connecting care programmes, patient-focused collaborations with GPs and other partners</p> <p>The care environment Making better use of our physical spaces for patients and visitors to explain, promote and involve, focusing on wayfinding; digital information screens and welcome areas</p>	<p>Safety improvement Includes nine improvement work streams, focusing on use of real-time data to drive improvements to tackle sepsis and deteriorating patients, for example) and behaviour change (to improve compliance with surgical checklists and hand hygiene, for example)</p> <p>Speciality review programme Priority developments across all services to help ensure alignment with our organisational strategy</p> <p>Planned care improvement A range of initiatives to improve our management of waiting lists and to reduce waiting times</p>	<p>Strategic workforce programme Work streams include developing new roles, apprenticeships, overseas recruitment and improving career development opportunities</p> <p>Research Key developments include widening access to research opportunities, the development of Imperial Health Knowledge Bank – a register of patients who want to support and/or be more involved in research – and developing an aligned strategy around patient data and research</p> <p>Estates and facilities programme Projects include creating a hybrid theatre at St Mary's Hospital and re-tendering our catering, cleaning and catering contract, as well as progressing options for a major estates redevelopment</p>	<p>Leading change through vision, values and behaviours Embedding our new behaviours framework, focusing on feedback, appraisals, leadership, management and behaviours training and measuring impact</p> <p>Equality, diversity and inclusion A renewed focus on ensuring our leadership and management development, HR processes and talent management actively promote diversity and fairness; our first priority is to implement the NHS workforce race equality standard across the organisation</p>	<p>Workplace wellbeing and collaboration A programme to create better working and social spaces and other opportunities to facilitate connections, support and learning</p> <p>Patient and public involvement Key developments include further expansion and support for our lay partner programme, a new focus on learning from complaints and patient feedback, actions to embed involvement in day-to-day activities and processes and improving evaluation of impact</p>
---	--	---	---	---	--

Our values and behaviours **Kind** **Expert** **Collaborative** **Aspirational**

Our hospitals

We provide care from five hospitals on four sites:

Charing Cross Hospital: providing a range of acute and specialist services including cancer care and a 24/7 accident and emergency department; it also hosts the hyper-acute stroke unit for the region and is a growing hub for integrated care in partnership with local GPs and community providers.

Hammersmith Hospital: a specialist hospital renowned for its strong research connections. It offers a range of services, including renal, haematology, cancer and cardiology care, and provides the regional specialist heart attack centre. As well as being a major base for Imperial College London, the site also hosts the clinical sciences centre of the Medical Research Council.

Queen Charlotte's & Chelsea Hospital: a maternity, women's and neonatal care hospital, also with strong research links. It has a midwife-led birth centre as well as specialist services for complicated pregnancies, foetal and neonatal care.

St Mary's Hospital: the major acute hospital for north west London as well as a maternity centre with consultant and midwife-led services. The hospital provides care across a wide range of specialties and runs one of four major trauma centres in London in addition to its 24/7 A&E department.

Western Eye Hospital: a specialist eye hospital with a 24/7 A&E department.

Increasingly, we provide our services in community facilities and in partnership with GPs and community, mental health and social care organisations.

Imperial Private Healthcare : Imperial Private Healthcare is our private care division, offering a range of services across all of our sites. This includes the Lindo Wing at St Mary's Hospital, the Thames View at Charing Cross Hospital and the Robert and Lisa Sainsbury Wing at Hammersmith Hospital. The income from our private care is invested back into supporting all of our services.

The Trust in numbers 2017/18 (all rounded)



Based on 2017/18 data

Research, education and innovation

As well as being part of Imperial College Academic Health Science Centre, the Trust, with Imperial College, hosts one of 20 National Institute for Health Research (NIHR) biomedical research centres (BRCs). This designation is given to the most outstanding NHS and university research partnerships in the country, leaders in scientific translation, and early adopters of new insights in technologies, techniques and treatments for improving health.

The NIHR Imperial BRC currently supports over 500 active research projects across 12 different disease areas. The Trust is also part of the NIHR Health Informatics Collaborative (NIHR HIC) together with Oxford University Hospitals, Cambridge University Hospitals, University College London Hospitals and Guy's and St Thomas' NHS foundation trusts. This collaboration enables NHS clinical data to be linked and shared to allow new insights into care and treatment through research.

As one of the NHS's Global Digital Exemplars, we are proud to be leading the way in using advances in digital technology to make tangible improvements to the care of our patients.

We are a major provider of education and training for doctors, nurses, midwives and allied health professionals including therapists, pharmacists, radiographers and healthcare scientists. In 2018/19, some 900 Imperial College London medical undergraduates trained with us. We had over 520 student nurses and midwives in training in the year, many of whom gained their first job or qualification with us.

Our charities

We work closely with Imperial Health Charity which helps our hospitals do more through grants, arts, volunteering and fundraising. In 2018/19, the charity invested £1.68m in a wide range of initiatives for the benefit of patients and staff.

The charity's grants programme helped fund major redevelopments, research and medical equipment. This support enabled major renovations to the children's intensive care unit at St Mary's Hospital, and the start of an important wayfinding project across our hospitals. The development of a new treatment for essential tremor was supported by the purchase of focused ultrasound brain hardware, while dementia patients at Charing Cross Hospital benefitted from a specially designed new garden opened to mark the hospital's 200th anniversary.

Imperial Health Charity also manages volunteering across all five hospitals, adding value to the work of staff and helping to improve the hospital experience for patients. In the last year, the volunteer community has grown significantly with a range of dynamic new roles. The charity also launched its first ever youth volunteering programme, giving 16-25 year-olds the opportunity to support their local hospital.

In addition, the charity has continued to develop its art collection and arts engagement programme, providing creative workshops and activities for patients and offering benefits to Trust staff through the Staff Arts Club.

During 2018/19, the Trust also received generous support from COSMIC (Children of St Mary's Intensive Care), which also helped to raise funds for the children's intensive care unit at St Mary's Hospital, the Winnicott Foundation, which raises funds to improve care for premature and sick babies at St Mary's Hospital, and each of the Friends of St Mary's, Charing Cross, and Hammersmith hospitals.

Our lay partners

We are committed to increasing and improving the involvement of patients and the public in every aspect of our work. An important element of our involvement approach is our community of lay partners – with experience or interest in the Trust who form part of our project and programme governance. The Trust currently has 42 lay partner roles supporting services and projects.

Our commissioners

Almost half of our care is commissioned by north west London local clinical commissioning groups (CCGs), about 40 per cent is specialist services commissioned by NHS England and the remaining 10 per cent or so is commissioned by other commissioners including CCGs beyond our local area.

The eight CCGs in north west London cover:

- Brent
- Central London
- Ealing
- Hammersmith & Fulham
- Harrow
- Hillingdon
- Hounslow
- West London

During 2018/19, the north west London CCGs came together under a single leadership structure. They formed a joint committee which has its own decision-making powers over certain health issues in north west London.

North West London health and care partnership

Over 30 NHS, local authority and voluntary sector partners, including our Trust, are working together to improve health and care across north west London. The first five-year sustainability and transformation plan, one of 44 such plans across England, was published in October 2016. Its five delivery areas are:

- improving health and wellbeing
- better care for people with long-term conditions
- better care for older people
- improving mental health services
- safe, high quality and sustainable hospital services

Since 2012, the NHS in north west London has also been working on a programme to re-shape and improve services under the banner of 'shaping a healthier future'. With the publication of the NHS Long Term Plan in January 2019, followed by a Government announcement in March, the North West London health and care partnership agreed to draw the shaping a healthier future programme to a conclusion. As part of our response to the NHS Long Term Plan, we will bring our on-going efforts to improve health and care together in a new programme called the NHS North West London long term plan.

Our regulators

NHS Improvement is responsible for overseeing both NHS trusts and foundation trusts. During 2018/19, NHS Improvement and NHS England developed closer working arrangements creating a joint senior leadership team – the NHS Executive Group – including a new London regional director.

The Care Quality Commission (CQC) is the independent regulator of health and adult social care in England. The Trust is currently rated overall as 'requires improvement'; made up of 'good' for the domains of caring and effective, and 'requires improvement' for the domains of safe, responsive and well-led. This rating

follows a comprehensive inspection of Trust services in 2014. Since then a number of core services inspections have taken place as well as our first well-led inspection which was in December 2017. Our inspection reports show that we are on an improvement trajectory.

We had further core services inspections of critical care, children and young people, maternity, and neonatal services in February 2019, followed by a second well-led inspection in April 2019. We expect to receive the inspection reports and any changes to our ratings later in 2019/20.

Appendix 1: More information

For information about the Trust, such as business plans, annual reports, and services, visit their [website](#).

Follow the links for more information about:

- [Becoming a non-executive director](#)
- [About the non-executive role](#)
- [Advice on applying for the role](#) such as:
 - Building your application
 - Sources of information and useful reading
 - Eligibility and disqualification criteria
 - Terms and conditions of chair and non-executive director appointments

NHS Improvement respects your privacy and is committed to protecting your personal data. We will only use personal data where we have your consent or where we need to comply with a legal or statutory obligation. It is important that you read [this information](#) together with our [privacy notice](#) so that you are fully aware of how and why we are using your data.

Appendix 2: Making an application

If you wish to be considered for this role please provide:

- a CV that includes your address and contact details, highlighting and explaining any gaps in your employment history
- a supporting statement that highlights your motivation for applying and your understanding of the NHS and the role. You should outline your personal responsibility and achievement within previous roles and how your experience matches the person specification
- the names, positions, organisations and contact details for three referees. Your referees should be individuals in a line management capacity, and cover your most recent employer, any regulated health or social care activity or where roles involved children or vulnerable adults. Your references may be taken prior to interview and may be shared with the selection panel, but they will not be taken without your expressed permission
- please complete and return the monitoring information form which accompanies this pack and is available for download
- tell us about any dates when you will not be available

Appendix 3: Key dates

- proposed start dates will be agreed with the successful candidates.

Saxton Bampfylde Ltd is acting as an employment agency advisor to **Imperial College Healthcare NHS Trust** on these appointments.

Candidates should apply for this role through our website at **www.saxbam.com/appointments**, using code TAFAlA1 for the Redevelopment NED, TAFAlA2 for the Strategy and Innovation NED.

Click on the '**apply**' button and follow the instructions to upload a CV and cover letter.

The closing date for applications is noon on **30 May 2019**.

GDPR personal data notice

According to GDPR guidelines, we are only able to process your Sensitive Personal Data (racial or ethnic origin, political opinions, religious or philosophical beliefs, trade union membership, genetic data, biometric data, health, sex life, or sexual orientation) with your express consent. You will be asked to complete a consent form when you apply and please **do not** include any Sensitive Personal Data within your CV (although this can be included in your covering letter if you wish to do so), remembering also not to include contact details for referees without their prior agreement.

About NHS Improvement

NHS Improvement is responsible for overseeing Foundation Trusts, NHS Trusts and independent providers. We offer the support these providers need to give patients consistently safe, high quality, compassionate care within local health systems that are financially sustainable. By holding providers to account and, where necessary, intervening, we help the NHS to meet its short-term challenges and secure its future.

Contact us

NHS England / NHS Improvement
Non-executive Appointments Team
Room 2C18
Quarry House
Leeds LS2 7UE

E: NHSI.Chairsandneds@nhs.net
W: improvement.nhs.uk