



Could you help lead the NHS in your area?

Royal Cornwall Hospitals NHS Trust

Non-executive Director

Candidate information pack

Reference: S2102



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.

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1. The opportunity

There is a vacancy for a Non-executive Director at Royal Cornwall Hospitals NHS Trust (RCHT). This is an exceptional opportunity to share your talents and expertise to make a positive difference to the lives of people in your community.

2. The person specification

Essential criteria

You will need to have a genuine commitment to patients and the promotion of excellent health care services. You will commercial experience at a senior level ideally in a business based in Cornwall.

The Trust is committed to having a Board that represents the communities they serve. We particularly welcome applications from people from the local black and minority ethnic communities, and disabled people who we know are under-represented in Chair and NED roles. RCHT are keen to diversify their Board in every way.

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 member of the board
- bring independence, external perspectives, skills and challenge to strategy development
- hold the executive to account by providing purposeful, constructive scrutiny and challenge
- shape and actively support a healthy culture for the trust
- Board level or equivalent experience

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 future NHS leader, the successful candidate will be able to demonstrate the range of behaviours required to contribute effectively in this board level role. These are outlined in the NHS Leadership Academy's [Healthcare Leadership Model](#).

Applicants should live in or have strong connections with Cornwall.

- On average this role will require an absolute minimum of 3 days a month, however the time commitment may vary and a flexible approach should be taken.
- The remuneration payable for this role is £10,000 per annum. Thereafter the remuneration will be applied in line with the framework for chairs and non-executive directors. On this basis the successful candidate will receive future increases, as follows:

Effective Date	Annual Remuneration
1 April 2020	£11,500
1 April 2021	£13,000 (standard rate for all NEDs)

Given the significant public profile and responsibility members of NHS Boards hold, it is vital that those appointed inspire the 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 Royal Cornwall Hospitals NHS Trust

RCHT is the principal provider of acute care services in the county of Cornwall and the Isles of Scilly. It serves a population of around 450,000 people, a figure that can be doubled by holidaymakers during the busiest times of the year. The trust employs approximately 5,000 staff and has an annual budget of approximately £350 million.

The Trust is responsible for the provision of services at three main sites (comprising approximately 750 beds):

- Royal Cornwall Hospital, Treliske, Truro
- West Cornwall Hospital, Penzance
- St Michael's Hospital, Hayle

The Trust has teaching hospitals status as part of the Peninsula College of Medicine and Dentistry (PCMD) and University of Exeter Medical School. Allied to this is a growing reputation for research and innovation. The Trust is continually developing its clinical services and is committed to working constructively with the rest of the health and social care system to maximise local service delivery.

The Knowledge Spa on the Royal Cornwall Hospital site, the Cornwall base for medical students and the University of Plymouth Faculty of Health and Social Work, has further enhanced a strong reputation for training and education. This plays a vital part in attracting and retaining the Trust's highly skilled teams of doctors, nurses and other health professionals who care for well over half a million patients each year.

Vision, values and strategic aims:

The Trust's vision is *"Aspiring to Provide Brilliant Care to One+All"*. This is underpinned by three strategic goals:

Brilliant Care

Always providing safe, effective and compassionate care, where we listen and learn to provide an excellent patient experience and reduce avoidable harm.

Brilliant People

Working together in a supportive environment to attract, develop and retain brilliant people.

Brilliant Improvement

Instilling a culture of quality improvement where everyone feels empowered to make changes for the benefit of our patients.

The Non-Executive Director will play a central role, working with the Board, in ensuring the Trust delivers its vision and strategic goals.

Vision

The Trust's vision sets out that they want to deliver consistently Brilliant Care but recognises that they are not yet there and so their strategy is to describe their ***Journey to Brilliant***.

Values

Care + Compassion

We see the person in every patient, communicating with honesty and compassion. We listen and act on feedback to ensure outstanding care.

Inspiration + Innovation

We welcome new ideas and use our initiative to solve problems together. We value learning and research to improve services.

Working Together

We work to create a positive team spirit, recognise achievements and celebrate success. We are open, inclusive and want to continually improve.

Pride + Achievement

We take pride in our work and always go the extra mile. We lead by example and ensure quality is at the heart of all we do.

Trust + Respect

We respect and consider other people's views and feelings. We seek consensus and respond to situations professionally and calmly.

Key challenges

RCHT is an ambitious organisation that is passionate about delivering safe, high quality care to citizens and providing a positive working environment for its staff.

The Trust Board recognised that during 2017/18 the standards of care fell below those expected of NHS providers and which the people of Cornwall and Isles of Scilly (CIOS) are entitled to receive.

RCHT is on a journey to improve care. Having been placed in special measures and rated inadequate in 2017, the CQC following a further inspection visit reported in December 2018 that the Trust rating had improved to 'Requires Improvement' with care rated as 'Good' across all three hospitals. Overall the report provided a balanced view of progress and is a strong indication that the organisation is heading in the right direction.

The Trust has embarked on a journey to become a '*brilliant*' place for the care of their patients, the people who work for us and improvement. The Trust launched an Organisational Development Programme with a series of roadshow events in February 2019 with the aim of reinventing the organisation.

The Trust cultural change programme intends to create the conditions for the Trust to be a place where it is sustainable and consistently outstanding as a provider of appropriate acute care that is safe, timely, effective, compassionate and person centred. On this journey the Trust aspires to create a great place to work for their staff where all staff recommend RCHT as a place to work and to receive treatment, as well as working in partnership with its wider community, the care system and public to provide the care they value. Working to develop their Health and Social Care System will form an increasing part of NED activity.

Patient flow is a critical issue for the Trust with high numbers of people arriving at the Emergency Department, being admitted and then being delayed in their transfer out of hospital. Patient flow can only be effectively addressed through effective working across health and social care and relationships with health and care partners have significantly improved and work continues to develop the system-wide transformation required.

The Trust has made significant progress following investment in the capacity, capability and resources needed to establish a Quality Improvement Programme (QIP). Over the past 18 months, RCHT has had a programme of improvement focussed around the following key themes:

- Safety Culture
- Communication and Engagement
- Culture and Leadership
- Strong Governance
- Tackling Delay

Through their focus on these areas, the Trust has already delivered improvements:

- Implemented changes to their emergency care which has meant more people have received care within four hours.
- Moved elective orthopaedic activity from the Royal Cornwall Hospital Treliske site to St Michael's Hospital, which has reduced the impact of the emergency pathway upon planned care.
- Significantly reduced the number of patients waiting more than 52 weeks for their care, from over 200 to less than five, with the aim to achieve zero in 2019/20.

To support their *Journey to Brilliant*, the Trust will maintain their focus on these areas, which will be monitored through their strategic goals and pledges:

Goal	Pledge
<i>Brilliant Care</i>	<ul style="list-style-type: none"> • <i>We provide care that is consistently safe and avoids harm;</i> • <i>We are open and honest with people about their care;</i> • <i>We listen and learn from patients, their families and carers and treat them with compassion and respect;</i> • <i>We provide clinically effective care, which minimises delay and the amount of time people have to spend in our care;</i> • <i>We work with our health and care system to improve the health of our community;</i> • <i>We provide an environment that is clean, safe and welcoming.</i>
<i>Brilliant People</i>	<ul style="list-style-type: none"> • <i>We provide great leadership and support to help colleagues be the best they can be;</i> • <i>We create a safe environment so colleagues feel supported to speak up;</i> • <i>We make sure colleagues receive feedback to know how they are doing;</i> • <i>We provide development to help colleagues learn and grow;</i> • <i>We provide an environment that supports colleague safety, health & wellbeing;</i> • <i>We are true to our values and create a brilliant place to work.</i>
<i>Brilliant Improvement</i>	<ul style="list-style-type: none"> • <i>We ensure that everyone has the capability and capacity to pursue quality improvements for our patients;</i> • <i>We use innovation and digital technology to improve the quality, experience and cost of our care;</i> • <i>We are growing the Trust's national reputation for excellence in research and development;</i> • <i>We make good use of the resources that are available to us;</i> • <i>We celebrate achievement and will create a culture that enables continuous improvement.</i>

Like many NHS Trusts, RCHT operates in a very challenging financial environment with the need to balance financial sustainability, developing services for the future and providing safe and effective care.

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
- 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

- **closing date for receipt of applications: 20 December 2019 at 11am.**
Please forward your completed application to NHSI.Chairsandneds@nhs.net
- **interview date: 13 January 2020**
- **proposed start date: as soon as possible**

Getting in touch

- We strongly recommend an informal and confidential discussion with Mairi Mclean the Chairwoman of the Trust, please contact Lynsey Neave on 01872 256343
- **NHS Improvement** – for general enquiries contact Miriam Walker on 0300 123 2059 or by emailing miriam.walker@nhs.net

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

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