



# Could you help lead the NHS in your area?

**The Royal National Orthopaedic  
Hospital NHS Trust**

**Non-executive Director**

**Candidate information pack**

**Reference: L2172**



**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 The Royal National Orthopaedic Hospital NHS Trust (RNOH). This is an exceptional opportunity to share your talents and expertise to make a positive difference to the lives of people served by the Trust. The Trust is seeking a Non-executive Director with skills and experiences in Finance who will serve as the Chair of the Audit Committee.

## 2. The person specification

### Essential criteria

Candidates will need to have a genuine commitment to patients and to the promotion of excellent health care services and will need to be able to demonstrate experience of:

- Recent and relevant financial experience together with a financial qualification.
- You should ideally have experience of having chaired or served on an Audit Committee and a good understanding of the roles of Internal and External Audit.
- and experience of Risk Management would also be an advantage.

You will need to be able to demonstrate you can use your experience to:

- working alongside other Non-executives and Executive colleagues as an equal member of the Board,
- bringing independence, external perspectives, skills and challenge to strategy development,
- holding the Executive to account by providing purposeful, constructive scrutiny and challenge, and
- shaping 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 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](#).

- On average this role will require the equivalent to 2 to 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 NHS Improvement framework for Chairs and Non-executive Directors. On this basis the successful candidate will receive future increases, as follows:

<b>Effective Date</b>	<b>Annual Remuneration</b>
1 April 2020	£11,500
1 April 2021	£13,000

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](#).

### **Responsibilities of audit committee chairs**

Audit Committee Chairs should have recent and relevant financial experience. They share the functions of the other Non-executive Directors, and in addition have responsibilities to:

- bring independent financial acumen to the work of the Audit Committee across its governance, risk management, assurance and internal control functions,
- provide leadership to the Audit Committee to ensure that it is effective in its role and that internal control systems are in place and operating,
- ensure that the Audit Committee is well informed and has timely access to all the information it requires,
- facilitate the contribution of all members of the Audit Committee, auditors and other invited participants, and
- ensure that the Board receives sound advice, assurance and useful and timely reports from the Audit Committee.

### 3. About the Royal National Orthopaedic Hospital NHS Trust

RNOH is the UK's leading specialist orthopaedic hospital. RNOH is a national tertiary hospital that provides a comprehensive range of neuro-musculoskeletal health care, ranging from acute spinal injury and complex bone tumour to orthopaedic medicine and specialist rehabilitation for chronic back pain sufferers.



The vision for the RNOH is of continuous improvement in its status as the UK's leading specialist orthopaedic hospital, enhancing the Trust's international profile for outstanding patient care, research and education. To help achieve this vision, RNOH has an established track record of achieving excellent quality of patient experience and outcomes with over 90% of its patients indicating that they would recommend the Trust to friends and family who need similar treatment or care.

During 2018-19 the RNOH provided specialist orthopaedic care to 17,085 in-patients at the Stanmore site. Altogether, there were 134,995 outpatient attendances: 103,560 outpatient attendances at the Stanmore site, 31,338 outpatient's attendances at the Bolsover street site and 285 at home or in another setting. This has been achieved through the provision of high quality acute medical and surgical services for patients who attend the Trust from as far as Scotland, Northern Ireland and Wales. RNOH specialist services are commissioned by NHS England and Commissioners from across London and the UK.

The Trust directly employs 1,502 people with hundreds more employed by partners supporting its work. It provides services on two sites; the Stanmore Hospital site which is a 223 bed hospital with capacity for 16 intensive care patients and is set in 112 acres of land in the London Borough of Harrow and the Bolsover Street site which attends to outpatient cases only and is located in Central London.

The RNOH is a world renowned specialist hospital for the diagnosis and treatment of complex orthopaedic conditions. Specialised orthopaedics services are those neuro-musculoskeletal services which due to rarity, complexity or the required expertise are focused in certain centres. These services are currently provided in 25-30 hospitals in England, of which three are specialist stand-alone hospitals. This includes those that provide the most specialised nationally commissioned services, those that provide a range of complex multidisciplinary team delivered services and those that deliver trauma services where they are designated major trauma centres within a recognised Trauma Network. The RNOH is the largest of the Specialist Orthopaedic Hospitals in the UK providing specialised and complex orthopaedic and related care to patients regionally and nationally. Whilst some local services are also provided, 80% of the trust's workload is defined as tertiary or equivalent.

## 4. Key challenges

Staff turnover and vacancies remain a major challenge for the NHS and the RNOH is no exception. On a daily basis, the Trust is managing the quality and cost risks from usage of both temporary and bank staff who are used whenever possible, with some parts of the Trust experiencing very high vacancy rates. This is why the Trust continues to place such a big priority and emphasis on achieving the best staff experience working at RNOH and are proud that its staff rated the RNOH as one of the best places to work in the NHS.

The long-term outlook for financial sustainability remains challenging, given the underlying deficit caused by specialist orthopaedic tariff reductions and the non-recurrent nature of many of the savings being delivered. However, progress is being made on growing non-NHS clinical activity income contributions to support the Trust's services and agreeing national tariff adjustments to properly reflect the complexity of the RNOH case mix.

Other key challenges include some risks to achieving the redevelopment of the full site and ensuring that all patients receive services in a modern environment and ensuring that the sustainability of sub-scale including the sustainability of paediatrics and the provision of highly specialist services that are provided by small numbers of consultants.

## 5. The Trust's vision, values and priorities

The Trust's priority areas are supported by six strategic aims:

### **Best patient care in the NHS**

To provide sustainable, outstanding patient care at a scale and range of musculoskeletal services befitting a world leading reference centre.

### **Best staff experience in the NHS**

To recruit, retain and develop highly skilled and engaged staff who embrace and deliver the Trust's aims and values.

### **Improved infrastructure**

To have modern and fit for purpose infrastructure – Buildings, Digital and Medical Equipment.

### **Financial sustainability**

To improve the financial position through continued delivery of efficiency and productivity savings, non-NHS income initiatives and through continued engagement to ensure complexity of work undertaken and outcomes achieved are recognised in national payment mechanisms.

### **World leading research, education and innovation**

To enhance knowledge and drive research, education and innovation in line with the Trust's position as a world leading reference centre.

### **World-leading External Role**

To increase the sustainability of the NHS nationally and regionally by leading and contributing to key sustainability programmes.

## Research and Development at RNOH



Three major facilities currently enable us to deliver on our research priorities:

- The first is the UCL Institute of Orthopaedics & Musculoskeletal Sciences (IOMS) which focuses on translational research around rehabilitation technology and robotics as well as implant development.
- The second is the Stanmore Clinical Research Centre (SCRC) which provides a clinical research facility for both academic as well as commercial clinical research. Here there are 11 highly skilled staff that support recruitment, coordination and data collection across a wide range of studies. There are currently over 60 active clinical trials with collaboration across 12 commercial organisations as well as various academic studies.
- Finally, the RNOH hosts a unique implant retrieval and analysis facility, the London Implant Retrieval Centre (LIRC). This provides clinical services as well as producing world class research underpinned by the wealth of data drawn from failed implants.

## Redevelopment Projects



- The Trust is working towards redevelopment of the Stanmore site. In recent years, we have developed a new, state-of-the-art children's high dependency unit, added a new theatre and are currently developing a new day case unit as well as accommodation for families of our paediatric patients.
- The expansion of the London Spinal Cord Injury Centre (SCIC) in July 2017 increased the number of beds available and equipped the centre with state-of-the-art equipment to give spinal cord-injured patients the greatest possible chance of returning to a fully independent lifestyle
- We opened The Stanmore Building in December 2018 fusing the latest architectural design and health technology with contemporary art and poems to produce a stunning building that provides a unique environment for patients and staff.

# RNOH VAL-YOU Our Values

## Patients First

- We are courteous and welcoming
- We make people feel valued and show we care
- We are open to improving the way we work
- We are positively involved in our work



## Equality

- We are respectful of others
- We are always fair
- We are consistent in how we deal with people
- We are flexible and adaptable



## Trust, Honesty and Respect

- We treat each other the same as we treat our patients
- We value our colleagues
- We work as one team and are supportive of each other
- We find ways to manage our stress



## Excellence

- We celebrate success
- We encourage others to reach their potential
- We deliver quality
- We hold ourselves to the highest standards

## 6. London Leadership Values

As a joint health and care system we are currently developing the values and behaviours by which we should lead in London. We begin with how to make the NHS the best place to work and how creating a better leadership culture is critical to that change. As part of this process we are developing a set of values for the leadership of the NHS in London. Through this we have identified the 'core' values we currently hold and our 'aspirational' values we are aiming to align to in the next 12 months. In addition, we have also agreed that there are 'various accidental values and behaviours' that we all see in the system and wish to eradicate. Finally, we have identified our 'permission to play' values.

These are not intended to replace individual organisational values, but to complement them. The values will set a clear expectation of how we will work together and hold each other to account as the leadership community to deliver the London vision. These values are still in development and have been shared with chairs and CEOs across the NHS in London. We have included these, in more detail, for information for chair candidates. Our expectation is that over time these will be incorporated into job descriptions and will be used in personal development plans and objectives.

## 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: 27 January 2020 at 11.00am.**  
Please forward your completed application to [NHSI.Chairsandneds@nhs.net](mailto:NHSI.Chairsandneds@nhs.net)
- **interview date: 18 February 2020 after 2pm.**
- **proposed start date: March 2020.**

## Getting in touch

- Hunter Healthcare are helping us to identify potential candidates, if you would like a confidential discussion about the role, please contact Rhiannon Smith, Managing Partner on 020 7935 4570 or by email [rsmith@hunter-healthcare.com](mailto:rsmith@hunter-healthcare.com)
- **NHS Improvement** – for general enquiries contact Leslie Horn on 0300 123 2057 or by emailing [leslie.horn@nhs.net](mailto:leslie.horn@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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