



# Could you help lead the NHS?

**Imperial College Healthcare NHS  
Trust**

**Non-executive director**

**Chair of Audit Committee**

**Candidate information pack**

**Reference: L1970**



**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

We are recruiting a new non-executive director for Imperial College Healthcare NHS Trust (ICHT), who will chair the Audit Committee. 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 21<sup>st</sup> 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 acclaimed 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, and prioritise patients first and foremost. Candidates will also be passionate about how digital and data can improve productivity and enhance the working life of colleagues in the front line.

The Chair is looking to deepen board experience in the governance and risk assurance of large scale programme management and delivery, as one or more new hospitals need to be built in the next 10 years. Additionally, experience in partnership working, stakeholder engagement and sustainable operational change would be useful as the Trust looks to closer working with nearby Trusts to improve patient care integrate more pathways.

## 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 also demonstrate the relevant and necessary financial audit experience and seniority to chair an audit committee effectively.

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; and
- shape and actively support a healthy culture for the trust, while adhering to its values.

You will bring the following experience and skills. You will have many of the following skills:

- senior financial leadership experience and a demonstrable understanding of financial accounting;
- a deep understanding of internal and external Audit and Risk, governance and assurance as well as experience sitting on or with Audit committees and offering compassionate and constructive challenge;
- previous experience working with an audit committee;

- Board level experience in a medium to large complex organisation;
- experience of organisational transformation and restructure;
- the credibility to inspire confidence and enthusiasm in executive and non-executive team members; and
- the ability to inspire a proactive and creative approach to audit and risk.

Desirable criteria:

- Experience working with regulators or in regulated environments;
- Prior experience as a CFO or big 4 Audit Partner;
- Prior non-executive experience in the NHS; and
- Proven technical ability and understanding of complex systems and processes.

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 London.

- On average this role will require a time commitment of 2 to 3 days a month, but this 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 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 bring recent and relevant financial experience. They share the functions of the other non-executives, 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 committee.

### **3. About Imperial College Healthcare NHS Trust**

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

ICHT’s 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. The trust has a growing number of community services and provide private healthcare in dedicated facilities on all of its sites, including at the Lindo Wing at St Mary’s Hospital.

With the trust’s partners, Imperial College London, The Royal Marsden NHS Foundation Trust and Royal Brompton & Harefield NHS Foundation Trust, ICHT forms 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.

ICHT is working closely with Chelsea and Westminster NHS Foundation Trust as a partner organisation in driving forward the move to an integrated care system in inner North West London.

## ICHT's mission and strategic goals

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

ICHT's 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.

ICHT's strategy sets a clear and cohesive direction for the organisation, rooted in its core values, which enables the trust to deliver its vision of 'better health, for life.'

ICHT's 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 it does.

ICHT have linked these broad strategic goals to more specific priorities and developments, starting with the trust's 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>.

## ICHT's values

ICHT's new strategy and overarching goals are underpinned by the 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**

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

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

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

To develop strategic solutions to key challenges – focusing this year on staff recruitment and retention, reducing our underlying financial deficit and estates redevelopment

To strengthen the connections between our service developments and our research – focusing this year on data and digital initiatives and expanding staff involvement

To achieve a measurable improvement in our organisational culture – focusing this year on improvements in leadership, fairness and collaboration

**2019/20 key initiatives**

**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

**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 IM Partners, West London Cancer Alliance, a sector-wide imaging network and Hammsmith and Fulham Integrated Care Partnership

**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

**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

**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

**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)

**Speciality review programme**

Priority developments across all services to help ensure alignment with our organisational strategy

**Planned care improvement**

A range of initiatives to improve our management of waiting lists and to reduce waiting times

**Strategic workforce programme**

Work streams include developing new roles, apprenticeships, overseas recruitment and improving career development opportunities

**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

**Estates and facilities programme**

Projects include creating a hybrid theatre at St Mary's Hospital and re-rendering our catering, cleaning and portering contract, as well as progressing options for a major estates redevelopment

**Leading change through vision, values and behaviours**

Embedding our new behaviours framework, focusing on feedback, appraisals, leadership, management and behaviours training and measuring impact

**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

**Workplace wellbeing and collaboration**

A programme to create better working and social spaces and other opportunities to facilitate connections, support and learning

**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

**Our values and behaviours**

Kind

Expert

Collaborative

Aspirational

## ICHT's hospitals

ICHT provides 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, ICHT provides its services in community facilities and in partnership with GPs and community, mental health and social care organisations.

**Imperial Private Healthcare :** Imperial Private Healthcare is the trust’s private care division, offering a range of services across all of the trust’s 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 the ICHT’s private care is invested back into supporting all of the trust’s 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, ICHT is proud to be leading the way in using advances in digital technology to make tangible improvements to the care of the trust's patients.

ICHT is 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 ICHT. The trust had over 520 student nurses and midwives in training in the year, many of whom gained their first job or qualification with ICHT.

### **ICHT's charities**

ICHT works closely with Imperial Health Charity which helps the trust's 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 the trust's 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.

## **ICHT's lay partners**

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

## **ICHT's commissioners**

Almost half of ICHT's 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 the trust's 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 ICHT, 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 its response to the NHS Long Term Plan, it will bring on-going efforts to improve health and care together in a new programme called the NHS North West London long-term plan.

ICHT is fully committed to the new NHS regional focus and we are working hard with the new Director of the NHS London region to support the agenda for a healthier London. To make NHS London a great employer, to maximise opportunities for staff, students and suppliers and to drive great patient outcomes be the best care and professional expertise, supported by shared values and behaviours.

## ICHT's 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.

There has been significant and sustained improvement in ICHT's ratings. ICHT's most recent service inspection took place in February 2019, followed by a second well-led inspection in April 2019. Critical care, children and young people's services and

neonatal services were rated as 'good' and the trust received the first 'outstanding' rating for a maternity unit in London at both Queen Charlotte's & Chelsea and St Mary's hospitals. The improved ratings also meant that Queen Charlotte's & Chelsea became the first of the trust's hospitals to be rated as 'outstanding' overall. ICHT's ambition is to improve its overall trust rating to 'good' or 'outstanding'.

The Care Quality Commission (CQC) following an inspection in April 2019 improved its rating for how 'well-led' the trust is overall from 'requires improvement' to 'good'. This follows on from an NHS Improvement inspection to assess how well the trust uses its resources to provide high quality and sustainable care for patients which rated ICHT as 'good'.

#### **4. 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 on the NHS Improvement website
- tell us about any dates when you will not be available

## Appendix 3: Key dates

- **closing date for receipt of applications: 12 noon on 3 February 2020**  
Please forward your completed application to [NHSI.Chairsandneds@nhs.net](mailto:NHSI.Chairsandneds@nhs.net)
- **interview date: to be confirmed**
- **proposed start date: 1 April 2020**

## Getting in touch

- Saxton Bampfylde Ltd is acting as an employment agency advisor to Imperial College Healthcare to identify potential candidates. We strongly recommend an informal and confidential discussion with Saxton Bampfylde in the first instance. To arrange a conversation please contact [anne.dirven@saxbam.com](mailto:anne.dirven@saxbam.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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