



# Could you help lead the NHS in your area?

Imperial College Healthcare NHS  
Trust

Non-executive Director

Candidate information pack

Reference: L2187



**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 Non-executive Director (NED) 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.

COVID-19 has seen the NHS as a whole make rapid changes to its operating model, with innovation around patient pathways, and use of digital and other technologies. This is a particularly crucial time for the Trust, and wider NHS partners: macro changes, around integrated care, system working, population health, and the digital opportunity have now met the extraordinary pace of pandemic preparedness to make real the potential for change in health service provision. The last few months have been a time of real pressure for the Trust, but this has also highlighted the importance of partnership working across London and further afield, focusing on flexibility, agility and innovation. Whatever lies ahead, much of this change, and the efficiency it has brought with it, will be consolidated into future practice, and there are important implications for the future direction of the Trust. In this context, it is a powerful moment to consider the impact non-executives can have on their organisations.

As one of the largest NHS Trusts, ICHT 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-executive will work with the Board and its 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 candidate will embody the Trust's values, prioritising 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 NEDs 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.

Recent events having underlined the importance of leadership agility and openness to change, the Board, with this NED, will help the Trust with critical decisions around its transformation and a number of major changes - both to how services are delivered and to the surrounding infrastructure which supports this important work. With this in mind, this NED will bring experience of large-scale transformation and restructuring in complex environments.

The successful candidate will demonstrate resilience, drive, agility and a clear ability to inspire and influence the Trust's actions and engagement from a position of experience, integrity and authority. They will also be comfortable making decisions in times of uncertainty. 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 best candidates will be those who understand, through their own leadership experience, how successful organisations adapt to embrace new customer and future facing agendas. Candidates will bring an understanding of how to co-create integrated plans with partners to help the trust deliver against its Trust-wide strategy, while also responding to the constant change brought on by the current environment. This person

will help the Trust to strengthen current relationships while building new partnerships, with a focus on providing the best care to the patients they are proud to serve.

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

## 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 bring prior senior level experience of:

- leading on large scale transformation or restructuring in customer- or patient-facing environments- ideally with experience of transforming the patient offer
- leading on strategy to improve population health and/or population health inequalities
- leading, at Board level or equivalent, in medium to large matrix organisations, and of delivering complex programmes
- overhauling significant processes and systems
- working well with executive and NEDs
- championing change with credibility, gravitas and impact.

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

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 the equivalent to 2 to 3 days a month
- The remuneration payable for this role is £11,500 per annum. Thereafter the remuneration will be applied in line with the framework for chairs and NEDs. On this basis the successful candidate will receive an increase on 1 April 2021 to £13,000 (standard rate for all NEDs) 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 England / NHS Improvement (NHSE/I) 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 (ICHT) provide acute and specialist healthcare for around 1.3 million people a year. Formed in 2007, they are one of the largest NHS Trusts in the country, with over 13,000 staff in North West London.

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 its sites.

With their partners, Imperial College London, The Institute of Cancer Research, The Royal Marsden NHS Foundation Trust and Royal Brompton & Harefield NHS Foundation Trust, ICHT forms Imperial College Academic Health Science Centre (AHSC). This is one of eight academic health science centres in England, working to ensure the rapid translation of research for better patient care and excellence in education.

#### **ICHT's mission and strategic goals**

ICHT's mission is to be a key partner in their local health system and to drive health and healthcare innovation, delivering outstanding care, education and research with local, national and worldwide impact.

ICHT has three overarching strategic goals that, together, will enable them to achieve their vision of *'better health, for life'*:

- 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 they do.

## ICHT's Values

ICHT's 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

 <p><b>To help create a high quality integrated care system with the population of north west London</b></p>	 <p><b>To develop a sustainable portfolio of outstanding services</b></p>	 <p><b>To build learning, improvement and innovation into everything we do</b></p>
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><b>Keeping care flowing collaborative</b> 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><b>New care models</b> 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><b>Digital connectors</b> 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 Centre electronic patient record system across their hospitals, and improving the accurate capture and use of digital data</p> <p><b>Primary care partnerships</b> Pioneering 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><b>The care environment</b> Making better use of our physical spaces for patients and visitors to explain, promote and involve, focusing on redefining, digital information screens and welcome areas</p>	<p><b>Safety improvement</b> 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><b>Speciality review programme</b> Priority developments across all services to help ensure alignment with our organisational strategy</p> <p><b>Planned care improvement</b> A range of initiatives to improve our management of waiting lists and to reduce waiting times</p>
<p><b>Strategic workforce programme</b> Work streams include developing new roles, apprenticeships, overseas recruitment and improving career development opportunities</p> <p><b>Research</b> 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><b>Estates and facilities programme</b> Projects include creating a hybrid theatre at St Mary's Hospital and re-tendering our catering, cleaning and portering contract, as well as progressing options for a major estates redevelopment</p>	<p><b>Leading change through vision, values and behaviours</b> Embedding our new behaviours framework, focusing on feedback, appraisal, leadership, management and behaviours training and measuring impact</p> <p><b>Equality, diversity and inclusion</b> 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><b>Workplace wellbeing and collaboration</b> A programme to create better working and social spaces and other opportunities to facilitate connectors, support and learning</p> <p><b>Patient and public involvement</b> 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

## 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 (A&E). 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 ICHT's private care division, offering a wide range of services across their 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. In 2019/20 they treated over 17,000 patients privately, including many from overseas. The Trust works with over 500 consultants at Imperial Private Healthcare, covering every medical and surgical speciality. The income from their private care is invested back into supporting all their services across the Trust.

### The Trust in numbers 2019/20 (rounded)

<b>Patient contacts</b> (including inpatients, outpatients and day cases)	1,294,000
<b>Emergency attendees</b> (including A&E and AEC)	305,000
<b>Babies born</b>	10,000

<b>Operations</b> (including day and inpatients)	38,000
<b>Inpatients who would recommend us to their friends and family</b>	97%

### Staff

<b>Number of staff, including:</b>	13,000
<b>Doctors</b>	2,800
<b>Nurses and midwives</b>	5,100
<b>Allied health professionals</b>	800
<b>Scientists and technicians</b>	1,200
<b>Pharmacists</b>	150
<b>Medical students (years 3, 5 and 6)</b>	2,000
<b>Nurses in education, pre-registration</b>	640
<b>Admin and clerical</b>	2,000

### Finances

<b>Surplus</b>	£8.7m
<b>Turnover</b>	£1,291.7m
<b>Efficiencies</b>	£43.1m
<b>Capital investments including buildings, infrastructure and IT</b>	£55.5m

### **Research, education and innovation**

As well as being part of Imperial College Academic Health Science Centre, the Trust, with Imperial College London, 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 708 active research projects across 12 different disease areas. ICHT 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 brings together clinical, scientific and informatics expertise to

enable NHS clinical data to be catalogued and shared to enable new insights into care and treatment through research.

As one of the NHS's global digital exemplars, we have been 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 2019/20, some 2,000 Imperial College London medical undergraduates trained with us ICHT We had 640 student nurses in training in the year, many of whom gained their first job or qualification with them.

### **ICHT's charity partners**

ICHT works closely with Imperial Health Charity which helps their five hospitals do more through grants, arts, volunteering and fundraising. In 2019/20, the charity invested over £1.8m in a wide range of initiatives for the benefit of patients and staff.

Imperial Health Charity funds major redevelopments, research and medical equipment, as well as helping patients and their families at times of extreme financial difficulty. Supporting the arts in healthcare, the charity also manages an Arts Council accredited hospital art collection and runs an arts engagement programme for patients and staff. It manages volunteering across all five hospitals, adding value to the work of staff and helping to improve the hospital experience for patients.

During 2019/20, the Trust also received generous support from COSMIC (Children of St Mary's Intensive Care), 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 deepening 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 – local people and/or patients who provide insight and oversight to help ensure that everything we do is focused on those we serve. They form a key part of our strategy, project and programme governance. As of the end of 2019/20, the Trust had 66 lay partner roles supporting 21 projects. Since we developed the lay partner role in 2016, we have engaged 104 lay partners on 39 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 care commissioned by

NHS England and the remaining 10 percent or so is commissioned by others, including CCGs beyond the Trust's local area.

The eight CCGs in North West London are:

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

In May 2019, North West London CCGs published their case for commissioning reform. This was in response to the recommendation in the NHS Long Term Plan that the number of CCGs be significantly reduced to align with the number of emerging integrated care systems (ICSs) across the country. Work is underway to merge into a single North West London CCG in April 2021 and to have four groups of CCGs working together during a transition year in 2020/21.

### **North West London Integrated Care System**

Over 30 NHS, local authority and voluntary sector partners, including ICHT, are working together to improve health and care across North West London through one of London's five emerging integrated care systems (ICSs).

### **ICHT's regulators**

As an NHS provider, the Trust works with several different regulators. The main regulators are NHSE/I and the Care Quality Commission (CQC).

During 2019/20, NHSE/I came to work as a single organisation to better support the NHS and help improve care for patients.

The CQC is the independent regulator of health and adult social care in England. Our hospitals are regularly inspected by the CQC who award ratings against five quality domains: safe, effective, caring, responsive and well-led.

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.'

ICHT's latest inspection report in July 2019 reported improvements in quality of care across a range of services that were inspected in February 2019, including London's first outstanding rating for maternity care at both Queen Charlotte's & Chelsea and St Mary's Hospitals.

## 4. London Leadership Values

### Core values

Our core values right now are:

- **Courage**, passion and decisiveness
- **Compassion** (which we define as being open, fair, generous, enabling and responsive)
- **Integrity** (behaving with consistency and doing what we say)

### Aspirational values

Over the next 12 months we would also like to demonstrate that we are:

- Consistently hard on the problems but **generous** with people

This will mean we are supportive and selfless and show respect to one another in public and in private

- Effortlessly **inclusive**

### Accidental values and behaviours

The most common or most destructive accidental behaviours/values that we see in the system right now and which we would like to eradicate include:

- Putting **institutions** and staff ahead of patients and citizens
- Using power to obstruct or for 'gaming', point scoring, personal attacks and bullying
- Using information and knowledge as a 'bargaining chip' or to shame colleagues instead of sharing information openly and creating opportunities to learn
- Failing to be open and honest not saying things 'in the room'

- Learned helplessness and ‘playing safe’

### Permission to play values

Alongside honesty and integrity, we expect leaders in the London NHS to be:

- Working collaboratively, and
- Taking accountability for the mandate

### 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 England / 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: 16 July 2020 at 11am.** Please forward your completed application to [NHSI.Chairsandneds@nhs.net](mailto:NHSI.Chairsandneds@nhs.net)
- **interview date: mid-late August 2020** (to be confirmed)
- **proposed start date:** to be confirmed

### Getting in touch

- Saxton Bampfylde Ltd is acting as an employment agency advisor to Imperial College Healthcare NHS Trust 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 [brett.anderson@saxbam.com](mailto:brett.anderson@saxbam.com) / [hatty.cadman@saxbam.com](mailto:hatty.cadman@saxbam.com)
- **NHS England / NHS Improvement** – for general enquiries contact Helen Barlow on 0300 123 2038 or by emailing [helen.barlow2@nhs.net](mailto:helen.barlow2@nhs.net)

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