



Could you help lead the NHS in your area?

Royal Cornwall Hospitals NHS Trust

Non-executive Director

Candidate information pack

Reference: S2324



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 people from 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. Welcome letter from the Chairwoman

Dear Candidate,

Thank you for your interest in the position of Non-Executive Director at the Royal Cornwall Hospitals NHS Trust.

This is a demanding but very rewarding position and comes as an excellent opportunity to join our Trust at a time when we have an exciting future ahead with a clear strategy supporting our ambition to provide brilliant care.

Alongside our plans to improve services we will see massive investment in our estate, starting with the expansion of our Emergency Department, a two-year project to provide a new building for our MRI and haematology/oncology service and the development of a business case for a new Women's & Children's Unit.

Our local response to Covid-19 has brought some remarkable changes in the way we work across our hospitals and with our partners in health and care. The Trust came out of 'special measures' at the height of the first wave of the pandemic and it was pleasing to see the recognition that we are well-led.

We are a unitary Board driven by our values and our passion for the best possible patient and citizen care. We work ever closer with our system partners and are redesigning our models of care, led by our clinicians. The more that we can work in the community alongside our GP networks and clinical directors, the better. Our research excellence is widely recognized and through this we wish to keep innovating and delivering modern and future facing services.

We take governance seriously and believe it is everybody's business. Our clinical and corporate governance frameworks are what keep us and our patients safe. It affords the Board and especially our NEDs the best opportunity to play our part, as members of the Board team.

We are always looking for talented people with the senior skills and experience necessary to be effective in non-executive director roles. We value diversity and promote it. We are committed to equality of opportunity for everyone. The successful candidate on this occasion will have clinical experience of any type and a genuine commitment to patients and the promotion of brilliant health care services. In return you will receive great one to one and team support and development.

I hope that you will consider applying and will be pleased to offer an informal discussion should you wish to have one.

With best wishes

Mairi McLean
Chairwoman
Royal Cornwall Hospitals NHS Trust

2. 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 served by the Trust.

3. 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 have senior level clinical and patient safety expertise gained from medical, nursing, allied disciplines, or social care experience at a senior level in an academic, research, regulatory or clinically focused role

The Trust is committed to having a Board that represents the communities they serve. We particularly welcome applications from people from the black and minority ethnic communities, and disabled people who we know are under-represented in Chair and Non-executive Director roles. RCHT is 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

All non-executive directors must **champion the standards of public life** (the ‘Nolan principles’) – 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 ideally live in or have strong connections with Cornwall and surrounding area/counties, though with the advent of technology-enhanced meetings, applications from further afield from exceptional candidates will also be considered.

- 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.
- From 1 April 2021, remuneration payable for this role is £13,000 per annum, in line with the framework for chairs and Non-Executive Directors.

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 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](#).

4. 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 430,000 people, a figure that can be boosted significantly by holidaymakers during the busiest times of the year. The trust employs approximately 5,700 staff and, at 2019/20 had an annual income of £445 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 also provides imaging, outpatient and birthing centres at a number of locations spread across Cornwall and the Isles of Scilly, as well as birthing centres in St Austell, Helston and on the Isles of Scilly.

RCHT provides acute emergency and planned care services to our local population, in addition to maternity services. Its services are split into seven clinical Care Groups:

- Anaesthetics, Critical Care and Theatres
- Clinical Support
- General Surgery and Cancer
- Specialist Medicine
- Specialist Services and Surgery
- Urgent, Emergency and Trauma
- Women, Children and Sexual Health

Leadership teams are also in place at St Michael's Hospital and West Cornwall Hospital to provide dedicated management to these sites. The Care Groups are supported by corporate teams including finance, human resources and estates and facilities.

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 NED 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 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, resulting in the Trust being placed in quality special measures and a CQC rating of inadequate.

RCHT is on a journey to improve care. Following a significant improvement programme with a focus on culture and quality, the Trust saw an improvement in its CQC rating to ‘Requires Improvement’, following its December 2019 inspection, with ‘caring’, ‘effective’ and ‘well-led’ rated as ‘Good’ across all three main hospital sites. Overall, the report provided a balanced view of progress and is a strong indication that the organisation is heading in the right direction. This then resulted in the Trust being released from quality special measures in April 2020.

The Trust’s strategy describes its improvement journey and is based on a recognition that it has to improve and aspire to achieve greater things. To do this, the Trust places quality improvement at the heart of everything it does to become and remain a brilliant place to work and receive care. The Trust is focussed on transforming and modernising to deliver the right services, in the right locations and with the right workforce, to a brilliant standard. Ultimately the Trust aims to be one of the safest hospitals to receive care.

The Trust launched an Organisational Development Programme with a series of roadshow events in February 2019 with the aim of reinventing the organisation and to support staff health and wellbeing. 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. The Trust has started to see the impact of this programme with improvements in staff survey results across nearly all areas. 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 Non-Executive Director 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.

Key areas of recent improvement to patient safety include:

- Reducing the number of patients waiting more than 52 weeks for their procedure from a high of 518 in 2018/19 to zero in October 2019
- Improvement of the indicators that compare survival rates in hospitals based on the type of patients being cared for
- Reducing the number of patients who had falls while in the hospitals and the severity of any injury
- Reducing the number of acquired pressure ulcers while in the Trust’s care
- Reducing cases of thrombosis while in hospital
- Introduction of a new module on the electronic observation system such that health care professionals are quickly alerted to signs of sepsis or deterioration in a patient’s condition

Alongside plans to improve services, the Trust will see massive investment in facilities, starting in 2020 with an expansion of the Emergency Department in readiness for winter (and the added pressures of managing Covid-19), a two-year project to provide a new building for MRI and haematology/oncology and the development of a business case for a new Women’s and Children’s Unit. The Trust has also been given £450 million as part of the Health Infrastructure Programme (HIP2) which poses a significant opportunity for capital investment to benefit the people of Cornwall – the Trust feels keenly its responsibility as an anchor institution to use those monies to best effect.

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>

	<ul style="list-style-type: none"> • <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. In 2019.20, the Trust ended the year with a cash balance of £6.6m. This was £5.6m above the planned position of £1m. With partners, the Trust works on system transformation that is vital to the long term sustainability of health and care services. One of the biggest challenges for the Trust continues to be recruiting people and reducing reliance on temporary and agency staff.

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:

- **Support to prepare candidates to apply for a non-executive vacancy including:**
 - Building your application
 - Sources of information and useful reading
 - Eligibility and disqualification criteria
 - Terms and conditions of chair and non-executive director appointments
 - How we will handle your application and information
- **View all current chair and non-executive vacancies**
- **Sign up to receive email alerts on the latest vacancies**
- **Contact details for the Non-executive Appointments Team**

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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: 1 March 2021 at 11am.** Please forward your completed application to NHSI.Chairsandneds@nhs.net
- **interview date: 22 March 2021**
- **proposed start date: 1 April 2021**

Getting in touch

- We strongly recommend an informal and confidential discussion with Dr Mairi Mclean, Chairwoman of the trust. Please contact Deborah Barlow, Personal Assistant to the Chairwoman on rcht.corporategovernance@nhs.net
- **NHS England / NHS Improvement** – for general enquiries contact Miriam Walker on 0300 123 2059 or by emailing miriam.walker@nhs.net

NHS England / NHS Improvement

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