

Could you help lead the NHS in your area?

**Royal National Orthopaedic Hospital
NHS Trust**

Non-executive Director

Candidate information pack

Reference: L2809



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 (NED) at 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.

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 have senior level commercial experience and expertise, ideally including private healthcare.

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](#).

- 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 £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 makes a number of specific background checks to ensure that

those we appoint are “fit and proper” people to hold these important roles. More information can be found on our [website](#).

3. About Royal National Orthopaedic Hospital (RNOH) NHS Trust

The Royal National Orthopaedic Hospital NHS Trust is the largest orthopaedic hospital in the UK and a global leader in our field. We provide a dynamic working environment where we support frontline staff to implement improvements so that we can realise our vision of being a world leading neuro musculoskeletal hospital providing the best patient care and staff experience in the NHS, delivering world leading research, and offering a strong foundation of education, training and career progression. Our dedicated staff come from diverse backgrounds, and our patients benefit from the wide range of experience they bring to the Trust. The RNOH brings unrivalled expertise together in one place allowing us to deliver some of the world’s most complex and innovative care to our patients.



- Rated Good by the CQC
- Recognised in the Newsweek survey as the 9th best orthopaedic hospital in the world and the best in the U.K.
- Ranked in the top 9 of all healthcare providers in England for patient experience
- Amongst the best staff experience of any organisation in London as measured by the NHS staff survey
- Three sites, one in central London, a community MSK hub in Enfield and one in Stanmore - which has recently opened The Stanmore Building, a new, state-of-the-art inpatient facility
- With an exciting new strategy, with a focus on innovation in the delivery of MSK healthcare, prevention and enabling patients to live longer lives with less disability
- Our Research and Innovation Centre works closely with our main academic partner, University College London
- Recognised as a centre of excellence, leading on national initiatives, such as the Getting It Right First Time (GIRFT) Programme

- Further major redevelopment underway including a 40% increase in operating theatre capacity and the procurement of a state of the art electronic health record.
- This is a great time to join us and play a critical role in the next stage of RNOH's journey to achieving an outstanding CQC rating.

Our aim is to remain a world-leading orthopaedic hospital with the best patient care and staff experience in the NHS. To do this, we have four core values that underpin everything that we do. We use our values to help ensure that we are always focused on the things that our staff and patients believe are most important:

- Patients first, always
- Excellence, in all we do
- Trust, honesty and respect, for each other
- Equality, for all

During 2021/22, the RNOH provided specialist orthopaedic care to 13,564 Inpatients at the Stanmore site. Altogether, there were 140,445 outpatient attendances: 115,610 outpatient attendances at the Stanmore site, 24,162 outpatient attendances at the Bolsover street site and 673 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 our Trust from as far as Scotland, Northern Ireland and Wales.

Our specialist services are commissioned by NHS England and Commissioners from across London and the UK.

Alongside the tertiary care provided in the trust, there is growing primary care provision, delivered at our community MSK hub located in Enfield and which provides an innovative model which we aim to roll out more widely across the system.

The Trust directly employs 1,610 people with hundreds more employed by partners supporting its work. The main Stanmore Hospital site 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 is complimented by the Bolsover Street site which attends to outpatient cases only and is located in Central London along with the Enfield site which is a purpose built facility catering for outpatient activity.

The Royal National Orthopaedic Hospital is a member of the North Central London Integrated Care System and works with its partners to deliver the requirements set out in the NHS Long Term Plan. We have a collective commitment to deliver changes that will improve the health and wellbeing of patients and its residents.

4. Key challenges

Our key challenge is the health burden that MSK ill-health causes the population of NCL, not limited 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 we were 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. However, progress is being made on growing non-NHS clinical activity income contributions to support our NHS 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.

RNOH Strategy

The Trust's strategy consists of four pillars:



Research and Development at RNOH



Our facilities and various collaborators enable the delivery of clinical research at the RNOH:

- The UCL Institute of Orthopaedics & Musculoskeletal Sciences (IOMS) focusses on translational research around rehabilitation technology and robotics as well as implant development.
- The Centre for Rehabilitation Engineering and Assistive Technology (Aspire CREATE), a partnership between UCL, ASPIRE Charity and the RNOH, focusses on research and education around rehabilitation technology, robotics, and forms part of IOMS.
- The Stanmore Clinical Research Centre (SCRC) 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.
- 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.



Development Projects

Key Developments

- In 2018 The Stanmore Building was opened, fusing the latest architectural design and health technology with contemporary art to provide a stunning environment for patients and staff.
- In 2021 the Trust refurbished one of its existing wards to create a Surgical Admission and Pain Procedure Unit that has provided a more efficient and smooth admissions and access process to Theatres which has improved the experience for patients and staff.
- During 2022 the Trust obtained approval for the development of a modular theatre complex. Enabling works for this development have commenced and it is anticipated that the modules will be brought to site in March 2023 and handed over to the Trust for operational commissioning in July 2023, with an intention to commence clinical procedures in September 2023. This development will provide the Trust with an additional four theatres allowing increased activity and throughput to address orthopaedic waiting times.
- The Trust is currently looking to replace its existing critical care beds, options and plans will be explored and developed during 2023.
- In the longer term, the Trust continues to seek funding to redevelop the whole of the Stanmore site through a programme of phased redevelopments.



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:

- **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: 13 February 2023 at 11am.** Please forward your completed application to england.chairsandneds@nhs.net
- **interview date: 21 February 2023**
- **proposed start date: March 2023**

Getting in touch

- We strongly recommend an informal and confidential discussion with Dominic Dodd, the Chair of the Trust. Please contact the Chair and Chief Executive Office on 020 8909 5738.
- Candidates also have the opportunity to speak informally and confidentially to Professor Paul Fish, Chief Executive Officer by contacting the Chair and Chief Executive Office on 020 8909 5738.
- **NHS England** – for general enquiries contact Helen Barlow on 0113 2845646 or by emailing helen.barlow2@nhs.net

NHS England

E: england.chairsandneds@nhs.net

W: england.nhs.uk