

Could you help lead the NHS in your area?

**Hounslow and Richmond
Community Healthcare NHS Trust -
and Kingston Hospital NHS
Foundation Trust – Non-Executive
Director in Common**

Candidate information pack

Reference: L2768



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.

Contents

The Opportunity	4
The Person Specification	7
About the Trusts	9
London Leadership Values	15
Appendix 1: More Information	
Appendix 2: Making an Application	
Appendix 3: Key Dates	

1. The Opportunity

This is a unique opportunity to share your talents and expertise to make a positive difference across acute and community services and to deliver outstanding care to the local population. The post-holder will be a non-executive director of the Trust boards at both Hounslow and Richmond Community Healthcare NHS Trust (HRCH) and Kingston Hospital NHS Foundation Trust (KHFT).

Hounslow and Richmond Community Healthcare NHS Trust and Kingston Hospital NHS Foundation Trust have worked together for some time and have developed a formal partnership arrangement ('Better Together') since April 2022. In April 2022, Sukhvinder Kaur-Stubbs was appointed Chair in Common to achieve greater alignment between the two organisations. The Trusts also have a single executive team that works across both organisations and has already established NED in common (NEDiC) roles. It is expected that the journey to collaborate further in the interest of patients will continue to develop.

Places and place-based partnerships are a key feature of the planning and delivery of integrated health and care services. Whilst national guidance has set out broad parameters within which Places are expected to develop, there will be no national blueprint for their design. The core aims are:

- **Better health** – improving population health and wellbeing and reducing health inequalities
- **Better care** – providing consistently high-quality services, better outcomes, and patient experience
- **Sustainability** – maximising the use of Place-based resources
- **Workforce** – creating an environment for motivated, happy staff

HRCH and KHFT are already moving in this direction of travel.

About the Trusts

At **Hounslow and Richmond Community Healthcare NHS Trust**, we provide community health services for around 523,000 people registered with GPs in the London boroughs of Hounslow and Richmond and provide the same services for the London Borough of Kingston via a service contract with Your Healthcare, a community interest company. We also serve a wider population across South West London with a range of more specialist services.

We help people to stay well in the community, manage their own health with the right support and avoid stays in hospital. We employ around 1,300 people, who work across a wide range of health centres, hospitals, GP practices, children's centres, local council facilities and in community settings – including in people's homes.

We are proud of our highly engaged workforce, and in the 2022 NHS staff survey, Hounslow and Richmond Community Healthcare NHS Trust ranked in the top ten community/ ambulance/ specialist trusts nationally for staff recommending the Trust as a place to work.

Kingston Hospital NHS Foundation Trust is a district general hospital supporting around 350,000 people in Kingston, Richmond, Elmbridge (Surrey), Merton, Wandsworth and Sutton. We provide care to over half a million people each year, and have around 450 inpatient beds, an emergency department, urgent treatment centre, and a busy maternity service.

The Trust is rated 'outstanding' by the Care Quality Commission, and we employ over 3,500 staff, who are supported by around 300 staff employed by our estates and facilities contractor ISS. We also have over 350 volunteers who support us.

In the 2022 staff survey, Kingston ranked as one of the highest scoring district general hospital in London for staff recommending us as a place to work. Our operational achievements consistently put us within a small group of top-performing trusts in London and on the national stage, and we are extremely proud of this.

By coming together in our partnership, we will be able to chart our own path in a way that benefits the local people we serve and the people who work with us. Indeed, the Better Together initiative has already exposed our staff to a broader range of career opportunities and has opened up a wider range of diverse transformational opportunities to improve the health and care received by our local residents.

Our Collective Purpose:

Working together with our partners, we provide holistic health and care services aimed at improving the health and wellbeing of our local population and provide a range of more specialised services across North West London, South West London and beyond.

Together; We Nurture, We Grow, We Thrive

Roles and Responsibilities of the NED in Common

KHFT and HRCH Boards meet together in a Committee in Common (CiC). In addition to Sukhvinder Kaur-Stubbs who is the Chair in Common, the CiC consists of the Executive Team and five HRCH NEDs and six KHFT NEDs. All the NEDs are Board members of both trusts and work 'in Common' across both trusts except for the Audit Committee Chairs who remain dedicated to their trusts. One of the KHFT NEDs does not work in Common with HRCH. NEDs in Common (NEDiC) work

alongside the NEDs. There are also two Associate NEDiCs with no voting rights that bring specialist skills.

There are ten Executive Directors on the CiC including Jo Farrar the CEO. Operating as a unitary group, all members share responsibility with the other directors for the decisions made by the boards and/or Committee in Common (CiC), and for the success of each sovereign organisation (and collectively) in leading the local delivery and improvement of healthcare services for patients.

Like all foundation trusts, KHFT has a Council of Governors (COG) which is made up of appointed Governors and elected public and staff Governors. Appointed governors largely represent our local councils including East Elmbridge, Richmond, Kingston, Surrey and Wandsworth. The COG meets quarterly to ensure that the KHFT NEDs and NEDiCs maintain the values of the trust, meet the needs of local residents and support all who use the services. The board is accountable to governors, to regulators and to key stakeholders such as commissioners.

Committee in common members

Non-Executive Directors

- Sukhvinder Kaur-Stubbs, Chair in Common
- Jo Farrar, Chief Executive
- Zehwer Ahmad, Associate Non Executive Director in Common
- Masood Ahmed, Associate Non-Executive Director in Common
- Ginny Colwell, Non Executive Director in Common
- Darika Dougall, Non-Executive Director in Common
- Richard Guest, Non-Executive Director in Common
- Phil Hall, Non-Executive Director (HRCH)
- Sylvia Hamilton, Non-Executive Director in Common
- Damen Regent, Non Executive Director (KHFT)
- Cathy Warwick, DBE, Non Executive Director (KHFT)

Executive Directors

- Sara Armstrong, Director of Corporate Affairs
- Kevin Cheate, Chief People Officer
- Tara Ferguson Jones, Director of Communications
- Nic Kane, Chief Nurse
- Thom Lafferty, Deputy Chief Executive and Director of Strategy
- Tracey Moore, Chief Operating Officer (acute)
- William Oldfield, Chief Medical Officer
- Yarins Roberts, Chief Finance Officer
- Anne Stratton, Chief Operating Officer (community)

Sylvia Hamilton is the Senior Independent Director

Workforce and Education NED in Common

The NEDiC leading on workforce and education will champion the further development and delivery of our people strategy and will also Chair our Workforce and Education Committee in Common. Workforce is at the centre of all that we do in our organisations, and it is pivotal that we are focused on achieving a compassionate

and inclusive culture which supports recruitment and retention, staff development, career progression and brings a focus on equity and diversity.

1. The Person Specification

The NHS is founded on principles and values that bind together the diverse communities and people it serves – patients and public – and the staff who work for it.

Required Values, Competencies, Skills and Experience

The Trusts are looking for candidates who want to use their energy, skills and experience to help drive the delivery of sustainable healthcare services for the local community.

Essential Criteria

- You will need to have a genuine commitment to patients, our people and the promotion of excellent health care services.
- The post holder will have senior leadership expertise gained in a people, culture or organisation development role. The successful candidate will have an appreciation of healthcare and an understanding of the complex workforce challenges that the sector faces.
- The post holder will have senior leadership expertise gained in a senior people role with appropriate qualification (FCIPD or equivalent). You will have had success in achieving a balance between autonomy of individual and the needs of the organisation.
- Your experience should include people dynamics of transformation with focus on social, cultural and technological change.
- Experience of unionised environments is preferred alongside a good working knowledge of employee relations, remuneration together with a thorough understanding of all aspects of resourcing including employer brand.

Values

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](#).

Core Competencies

You will work alongside other non-executives and executive colleagues as an equal member of the Board. The Trusts need diverse, inclusive and compassionate leaders who not only reflect the community they serve and the staff employed but have the leadership style and breadth of perspective to make good collective decisions. You will be able to demonstrate the five core competencies required to contribute effectively in the NHS non-executive director's role. You will need to be able to demonstrate you can use your experience to:

- bring independence, external perspectives, skills and challenge to **strategy development**
- shape and support an inclusive, compassionate, person-centred **culture** for the Trusts, encouraging diversity, change and innovation
- close the gap on **health inequalities**, and achieve the service changes that are needed to improve population health
- use personal knowledge and experience to hold the executive to account by providing **purposeful, constructive scrutiny and challenge**
- achieve the **best sustainable outcomes** for patients and service users by encouraging continuous improvement, clinical excellence and value for money
- balance organisational governance priorities with **system collaboration**; prioritising population health in line with the [NHS Long Term Plan](#).

Lived Experience

Personally, you will bring a range of professional expertise as well as community understanding and experience to the work of the board. We are interested in your life experience and personal motivation that will add valuable personal insights such as: a patient or carer of a service user; experience of gender and women's issues; engaging with diverse social, economic and cultural groups and communities; experiences and challenges of younger people; and those with lived experience of mental health issues and/or living with physical disability. A knowledge of and relationship with the local communities may be helpful.

Time Commitment and Remuneration

The non-executive role is part-time to ensure independence and objectivity is maintained. The time commitment will therefore depend on local circumstances but should include attendance at all board meetings and board development sessions,

some committee work and enough preparation time to ensure you are well briefed on internal and external context. A minimum of 3-4 days a month would be expected to undertake the role successfully.

The remuneration payable for this role is £14,000.

Eligibility

Candidates will ideally be local, or be able to demonstrate genuine commitment to and a strong affinity with the local areas served by the Trusts and an understanding of the diverse/many communities they serve.

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. As part of the assurance work for all board members under the fit and proper requirements, you will be asked to address questions relating to topics including misconduct or mismanagement, bankruptcy and convictions and we will make a number of specific background checks.

Improving Diversity

We value and promote diversity and are committed to equality of opportunity for all. The best boards are those that reflect the communities we serve and therefore applications from all backgrounds are welcomed. We want to increase the diversity of our boards and particularly encourage applications from women, people from the local Black Asian and Minority Ethnic communities, LGBT communities, younger candidates and from people with lived experience of disability, who we know are under-represented.

3. About Hounslow and Richmond Community Healthcare NHS Trust (HRCH)

HRCH provides community health services for around 523,000 people registered with GPs across the London boroughs of Hounslow and Richmond, but also serves a wider population across south west London for a range of more specialist community services.

Every day their professionals provide high-quality healthcare in people's homes and convenient local clinics. They help people to stay well in the community, manage their own health with the right support and avoid stays in hospital.

They employ around 1,200 people (excluding contractors), who work across a wide range of health centres, hospitals, GP surgeries, children's centres, schools, local council facilities and in community settings – including in people's homes.

Their most recent CQC rating (October 2018) rated the trust as Good overall, and Good across all domains and services.

Our mission (what they are here for)

‘To provide outstanding care and services that we and our families would want to use.’

Our vision (what they aspire to be)

People will live healthier lives through high-quality, effective and co-ordinated care.

Our values (what is important to them)

Our set of core staff values were developed with our staff, key stakeholders and the local community across Hounslow and Richmond:



Strategic Direction

By 2023 HRCH want to be at the forefront of improving the health and wellbeing of their local population. People who experience care from HRCH will be able to describe that they have had an outstanding experience and they will be able to demonstrate that care is consistently safe and effective. They will do this in a way that uses resources efficiently and adds the greatest value.

Their strategic priorities have been developed in the context of current national and local NHS policy and what they know about the needs of the local population.

From their vision and ambition for the future HRCH has derived a set of four strategic priorities, which describe the broad areas of focus to direct their activities over the next 3-5 years:

<p>QUALITY</p> <ul style="list-style-type: none"> • Focus on prevention • Commit to improving health outcomes through partnerships • Pledge to consistently deliver outstanding care • Focus on safety and reducing harm • Provide patient-centred, holistic and compassionate care • Embed a culture of continuous learning and improvement • Clearly articulate our service offer • Deliver outstanding patient and staff experience 	<p>PEOPLE (COMMUNITIES AND STAFF)</p> <ul style="list-style-type: none"> • Promote health and wellbeing • Actively engage with people who use our services, the wider community, our staff and partners to improve the care we provide • Attract, develop and value our highly skilled and engaged staff who are proud to work at HRCH • Harness the skills and expertise within our local community • Leaders inspire new ideas and encourage innovation • Shared belief in, and commitment to, achieving our vision • Provide support to enable people to achieve their potential • Appreciate difference and celebrate diversity
<p>CO-ORDINATED, PATIENT-CENTRED CARE</p> <ul style="list-style-type: none"> • Co-design services that meet the needs of our population in health and illness • Play a key role in integrating physical, mental health and social care services • Build partnerships to transform services in the best interests of the population • Be an effective partner and easy to work with 	<p>SUSTAINABLE</p> <ul style="list-style-type: none"> • Create clinically sustainable and financially affordable systems and solutions • Use resources effectively to make the best use of taxpayer's money • Standardise and optimise, where possible, to reduce unwarranted variation • Secure opportunities to grow and expand

4. About Kingston Hospital NHS Foundation Trust (KHFT)

KHFT is a single site, medium sized hospital, located within Kingston-Upon-Thames in South West London. The Trust provides services to approximately 350,000 people locally. As well as delivering services from the main hospital base, the Trust delivers ambulatory services at a range of community locations such as in Raynes Park, Surbiton, Queen Mary's Roehampton and Teddington, in partnership with GPs and community providers.

KHFT was licensed as an NHS Foundation Trust with effect from 1 May 2013. An inspection by the Care Quality Commission was undertaken in summer 2018, resulting in an overall 'Outstanding' assessment for quality, caring and for well led.

KHFT has approximately 350 beds and directly employs around 2,900 staff with another 300 staff employed by contractors working on behalf of the Trust.

The Trust has strong links with tertiary and specialist hospitals, particularly St George's University Hospitals NHS Foundation Trust. The Royal Marsden Hospital NHS Foundation Trust jointly provides cancer services with KHFT on the Kingston Hospital site in the Sir William Rous Unit. KHFT also has close links with Kingston University, St George's Medical School and with Chelsea & Westminster Hospital NHS Foundation Trust. They jointly run the Elective Orthopaedic Centre at Epsom Hospital in partnership with St George's, Croydon and Epsom & St Helier Hospitals. They are also a partner in South West London Pathology, a partnership set up with Croydon

Health Services NHS Trust and St George's to provide a single, integrated pathology service across South West London and beyond.

KHFT provides a full range of diagnostic and treatment services and has a national reputation for innovative developments in healthcare, particularly in 'patient-focused' care across their services including emergency, day surgery and maternity services.

The Trust is also an active partner in the acute collaborative partnership that operates across the four Trusts of SW London. It is undertaking work on both back office and clinical support services to increase efficiency and reduce cost and is also commencing work on clinical standardisation and a review of elective services. As a member of the West London Cancer Vanguard, work is focused on developing high quality services across all providers and commissioners in West London (RM Partners).

The Trust is recognised as being relatively lean and efficient with low reference costs and the lowest Adjusted Treatment Cost according to the Lord Carter productivity review.

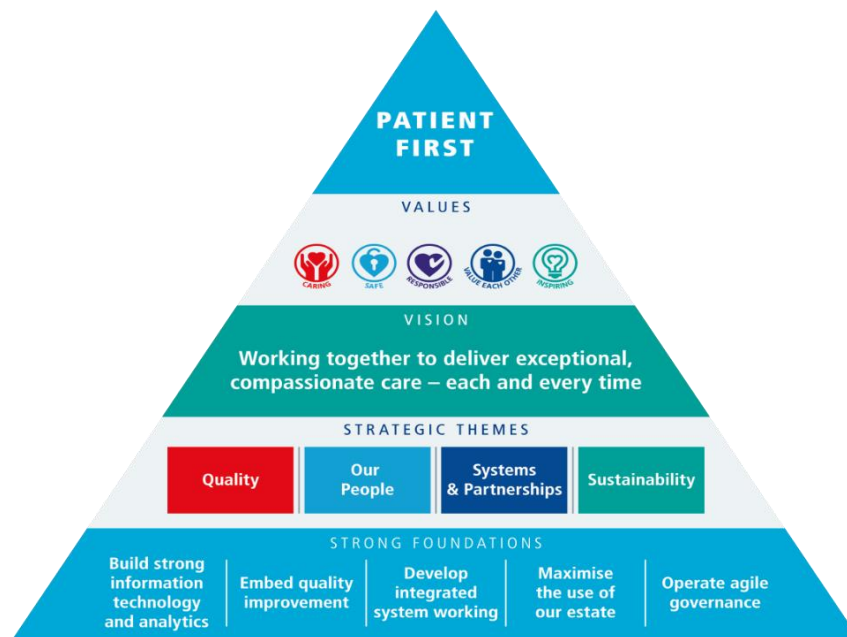
Vision and Values

Since 2011, KHFT has been working to a set of core values developed by staff and patients to enable the organisation to deliver the shared vision of 'working together to deliver exceptional, compassionate care – each and every time'. They aim to make these values – 'caring, safe, responsible, and value each other - what we do for every patient, every colleague,' every day.

- **Caring:** Design and deliver care around each individual patient's needs and wants
- **Safe:** Make the safety of patients and staff our prime concern (safety comes first)
- **Responsible:** All staff take responsibility for the hospital, its services and reputation
- **Value Each Other:** We all value each other's contribution
- **Inspiring:** We always strive to empower each other to develop and deliver improvements to benefit our patients

Strategic Direction

The objectives for the Trust are presented below.



The Trust's True North Programme – Always Patients First

There is a further Quality Priority to 'Engage more patients in service improvements' (Patient Experience) which is a key principle of the Trust's Always Patients First Programme.

Committee in Common

Both Trusts have approved through the Committee in Common a set of shared objectives for 2022/23 and beyond.

- To provide the highest quality of sustainable care across all services ensuring care is individualised for both service users and their carers
- Redesign an element of a pathway as a pilot and use the methodology across other pathways
- Be a responsible partner and continue to be a trusted and significant partner in Hounslow and SWL adding value to all partnerships of which we are members
- Take a leadership role in the ongoing development of the Integrated Care System
- Continue to develop relationships with our local Primary Care Networks

- Develop a Sustainability Plan
- Deliver higher value from our resources by offering the right intervention at the right time and in the right place
- Stop unnecessary interventions and attendances that don't add value to the patient
- Deliver our 'Green Agenda' including improvements in our management of waste, energy, and medicines optimisation
- Design new multi-disciplinary job roles to work flexibly
- Maximise recruitment and retention including a focus on local supply to ensure safe staffing levels and meet patient demand
- Embed compassionate, respectful, capable and inclusive leadership, to tackle bullying and harassment
- Refresh and implement health and wellbeing strategy to address the recovery from COVID and the cost of living
- Ensure our workforce reflects the communities we serve at all levels, and exceed statutory and good practice requirements

5. 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'

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 [Home :: Hounslow & Richmond Community Healthcare \(hrch.nhs.uk\)](http://Home::Hounslow&RichmondCommunityHealthcare(hrch.nhs.uk)) and [Home Page - Kingston Hospital](#). 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 the monitoring information form which will be emailed out to you after applying.
- tell us about any dates when you will not be available.

Appendix 3: Key Dates

- **Closing date for receipt of applications: Wednesday 12th July 2023.** Please send your completed application to 87401@odgers.com or apply online at www.odgers.com/87401.
- **Preliminary interviews:** longlisted candidates will be invited to attend preliminary interviews with Odgers Berndtson. Feedback from these interviews will be given to the panel
- **Stakeholder event:** the shortlisted candidates will be invited to the Trust to meet groups of its key stakeholders on **27th July**.
- **Interview date: 28th July and 1st August**

Getting in Touch

- We recommend an informal and confidential discussion with Sukhvinder Kaur-Stubbs, the Chair of the trusts. Please contact Louise Burkill on 020 8973 3132.
- **Odgers Berndtson** is helping us to identify potential candidates, if you would like a confidential discussion about the role contact Carmel Gibbons or Ruth Lewis on 020 7518 2612.
- **NHS England** – for general process enquiries contact Helen Barlow by emailing helen.barlow2@nhs.net

NHS England

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W: england.nhs.uk