



Could you help lead the NHS in your area?

Royal Cornwall Hospitals NHS Trust
Non-executive Director
Candidate information pack

Reference: S3155

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 Cornwall Hospitals NHS Trust. 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 experience in at least one of the following areas:

- Marketing and communication expertise gained at a strategic level
- Significant engagement with the diverse social, economic and cultural groups served by our organisation, with a track record and personal interest in equality, diversity and inclusion
- You will have senior level experience as a clinician

The Trust is working hard on a range of diversity issues and is making great progress. However, we acknowledge that there is still much to do and the successful applicants together with the Board will contribute to providing leadership and support to the Trust to address these important challenges.

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 the culture of the trust which embodies our values

NHS leadership competency framework for board members

Leaders in the NHS help deliver better health and care for patients by setting the tone for their organisation, team culture and performance. We have worked with a wide range of leaders from across the NHS to help describe what we do when we operate at our best.

The competency domains reflect the [NHS values](#) and the following diagram shows how they are aligned:



| Working together for patients* | Compassion |
|---|--|
| Building a trusted relationship with partners and communities | Creating a compassionate, just and positive culture |
| Respect and dignity | Improving lives |
| Promoting equality and inclusion and reducing health and workforce inequalities | Setting strategy and delivering long term transformation Driving high quality sustainable outcomes |
| Commitment to quality of care | Everyone counts |
| Driving high quality and sustainable outcomes Setting strategy and delivering long term transformation | Promoting equality and inclusion and reducing health and workforce inequalities Creating a compassionate, just and positive culture |
| Providing robust governance and assurance | |

The competency domains are aligned to [Our NHS People Promise](#), [Our Leadership Way](#) and the [Seven Principles of Public Life](#) (Nolan Principles).

The six NHS leadership competency domains:

Driving high-quality and sustainable outcomes

The skills, knowledge and behaviours needed to deliver and bring about high quality and safe care and lasting change and improvement – from ensuring all staff are trained and well led, to fostering improvement and innovation which leads to better health and care outcomes.

Setting strategy and delivering long-term transformation

The skills that need to be employed in strategy development and planning, and ensuring a system wide view, along with using intelligence from quality, performance, finance and workforce measures to feed into strategy development.

Promoting equality and inclusion, and reducing health and workforce inequalities

The importance of continually reviewing plans and strategies to ensure their delivery leads to improved services and outcomes for all communities, narrows health and workforce inequalities, and promotes inclusion.

Providing robust governance and assurance

The system of leadership accountability and the behaviours, values and standards that underpin our work as leaders. This domain also covers the principles of evaluation, the significance of evidence and assurance in decision making and ensuring patient safety, and the vital importance of collaboration on the board to drive delivery and improvement.

Creating a compassionate, just and positive culture

The skills and behaviours needed to develop great team and organisation cultures. This includes ensuring all staff and service users are listened to and heard, being respectful and challenging inappropriate behaviours.

Building a trusted relationship with partners and communities

The need to collaborate, consult and co-produce with colleagues in neighbouring teams, providers and systems, people using services, our communities, and our workforce. Strengthening relationships and developing collaborative behaviours are key to the integrated care environment.

The best boards are those that reflect the workforce and communities they serve. We particularly welcome applications from women, people from local black, Asian and minority ethnic communities, and people with disabilities, who we know are all under-represented in these important roles.

- Applicants should live in or have strong connections with Cornwall.

- 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 and the Trust make 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 Cornwall Hospitals NHS Trust

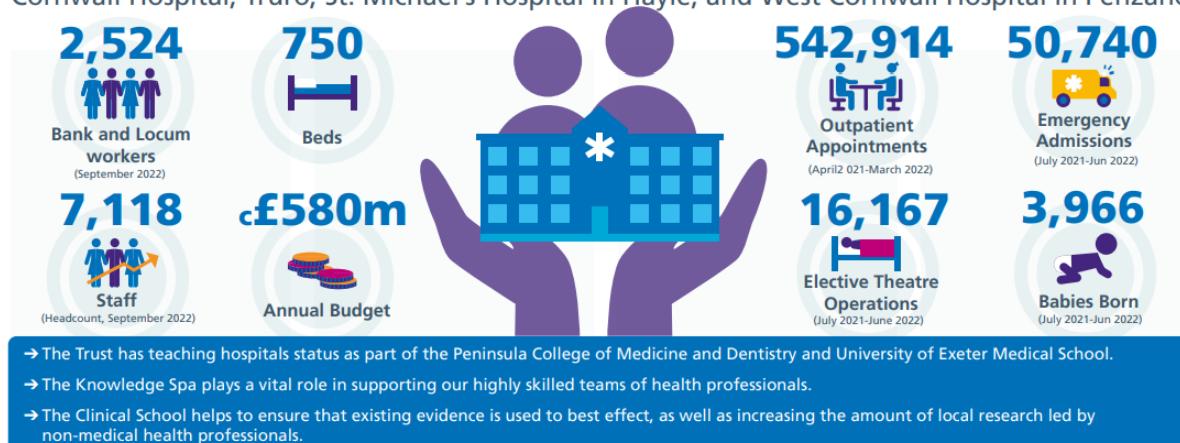
Royal Cornwall Hospitals NHS Trust (RCHT) is the principal provider of acute care services in the county of Cornwall and the Isles of Scilly. It serves a population of around 591,300 people, a figure which is boosted by an estimated 400,000 during the busy holiday periods. The trust employs approximately 7,118 staff and has an annual budget of c£580m (as of 2022).

The Trust is responsible for the provision of services at three main sites (comprising approximately 750 beds):

- Royal Cornwall Hospital, Treliiske, Truro
- West Cornwall Hospital, Penzance
- St Michael's Hospital, Hayle

The Trust also provides imaging and outpatient services 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.

We deliver our care across three hospitals and in our communities. Our hospitals are Royal Cornwall Hospital, Truro; St. Michael's Hospital in Hayle, and West Cornwall Hospital in Penzance.



The geography of the county, surrounded on three sides by sea, and the remoteness of the Isles of Scilly present unique challenges. Their population is growing and ageing. The number of people living in Cornwall is rising faster than the national average and over the next 10 years, they are planning for a 6% increase in the number of people who live here. The number of people aged over 75 is also above the national average and increasing.

The Trust's hospitals provide acute emergency and planned care services to their local population, in addition to maternity services. They also provide a number of specialised services (such as the treatment of cystic fibrosis and head & neck cancer), often working as part of a network with other acute hospital providers.

RCHT's services are organised into the following care groups and leadership teams:

- Anaesthetics, Critical Care and Theatres
- Clinical Support
- General Surgery and Cancer
- Specialist Services
- Acute and Emergency Medicine
- Women and Children
- Corporate
- Peripheral Sites – St Michael's Hospital, West Cornwall Hospital

RCHT's Trust Board is made up of Non-executive Directors and Executive Directors and together they are responsible for leading all of their hospitals. The Board meets in public at least six times per year and anyone is welcome to attend. Their Chair is appointed by NHS England and works with the Trust to appoint other members of the Trust Board.

The seven Clinical Care Groups, which includes the two peripheral sites, are supported by corporate teams including finance, human resources, estates and facilities. Payroll and information technology services are hosted by Royal Cornwall Hospitals on behalf of the local NHS community, which includes the provision of IT services to GP (General Practitioner) surgeries.

In July 2022, the NHS Cornwall and Isles of Scilly Integrated Care Board Integrated Care Board (ICB) was formally established. The ICB is responsible for setting the strategic direction for health and care services within Cornwall and the Isles of Scilly and commissioning the services that will meet the needs of their population.

It will focus on the priorities set out in the NHS Cornwall and Isles of Scilly Health and Wellbeing Strategy, aiming to support people to stay as healthy as possible for as long as possible and help individuals to help themselves and each other so they stay independent and well in their community. This means providing joined-up, high quality services, making the best use of the funds available. The ICB has four aims:

- To improve outcomes in people's health, and healthcare

- To tackle inequalities in outcomes, experiences, and access to care
- To enhance productivity and value for money
- To help the NHS support broader social and economic development.

RCHT is a key partner in the development of the integrated care system and its long-term plan, ensuring our own strategic ambitions are aligned to, and support, delivery of the ICB plans.

They are a base for medical and nurse training as part of the University of Exeter Medical School and the University of Plymouth (nursing and dental faculties). They also have an expanding and prizewinning Research, Development and Innovation portfolio, Clinical School and Academy

They have an ambitious capital programme and are committed to working with health and care partners across the system to provide the best possible care to the people of Cornwall and the Isles of Scilly.

Vision and Mission :

The Trust's **vision** is "Outstanding Care for One+All".

The Trust's **mission** is "Working together to deliver safe, high quality hospital care for Cornwall and Isles of Scilly".

Non-executive Directors play a central role, working with the Board, in ensuring the Trust delivers its vision.



Values:

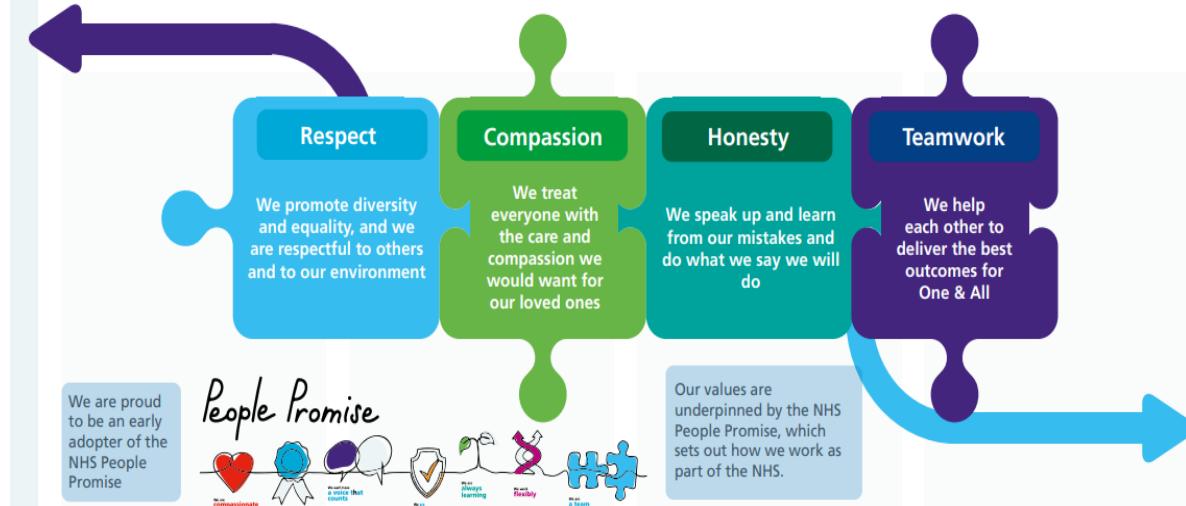
Respect: We promote diversity and equality, and we are respectful to others and to our environment

Compassion: We treat everyone with the care and compassion we would want for our loved ones

Honesty: We speak up and learn from our mistakes and do what we say we will do

Teamwork: We help each other to deliver the best outcomes for One & All

Our Trust Values set out how we work together, and what you can expect from us



Strategic Objectives

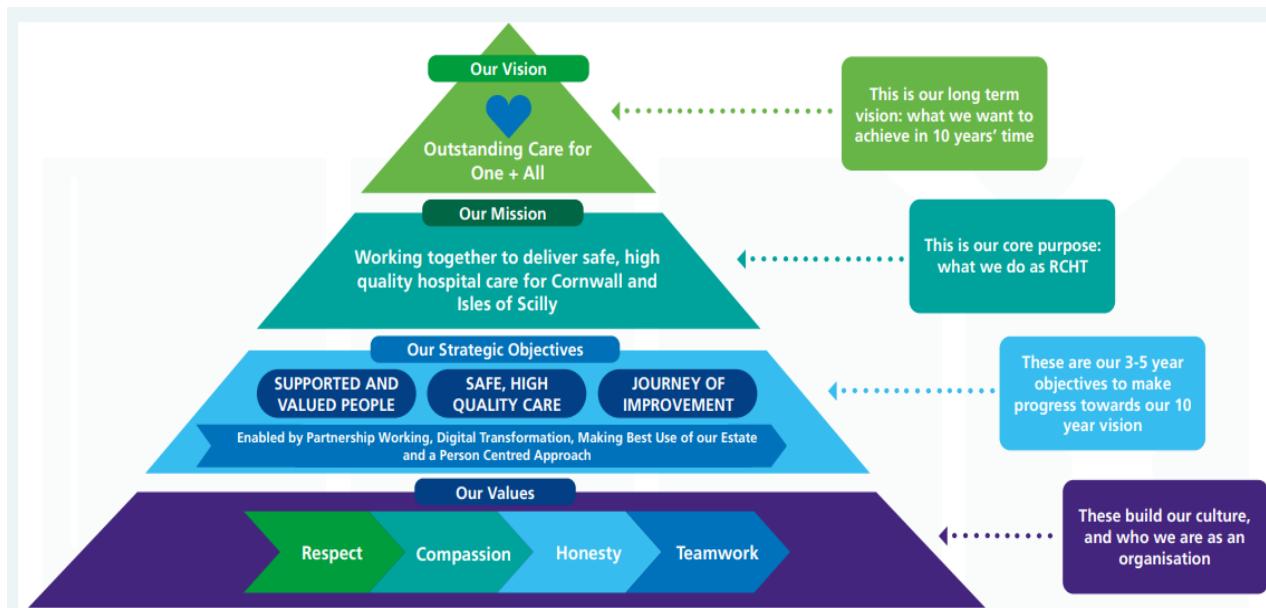
Safe, High-Quality Care: We will provide safe, high quality care, refining our model of care to be person-centred and as close to home as possible

Supported And Values People: We will become a great University Hospital, known for its excellence in supporting staff in wellbeing, training and development and career pathways.

Journey of Improvement: We will embed a culture of learning, leadership and improvement across the Trust, focussed on core business, and grow our reputation for research.



Vision, Mission and Values guide to RCHT's Strategy:



Appendix 1: Values and concepts from NHS Leadership Competency Framework

Our people promise:

- We are compassionate and inclusive.
- We are recognised and rewarded.
- We each have a voice that counts.
- We are safe and healthy.
- We are always learning.
- We work flexibly.
- We are a team.

NHS values

- Working together for patients
- Respect and dignity
- Commitment to quality of care
- Compassion
- Improving lives
- Everyone counts.

Our leadership way

We are compassionate:

- We are inclusive, promote equality and diversity, and challenge discrimination.
- We are kind and treat people with compassion, courtesy and respect.

We are curious:

- We aim for the highest standards and seek to continually improve, harnessing our ingenuity.
- We can be trusted to do what we promise.

We are collaborative:

- We collaborate, forming effective partnerships to achieve our common goals.
- We celebrate success and support our people to be the best they can be.

Health and Care Act 2022

- Collaborate with partners to address our shared priorities and have the core aim and duty to improve the health and wellbeing of the people of England.
- Improve the quality, including safety, of services provided.
- Ensure the sustainable, efficient use of resources for the wider system and communities.

Seven principles of public life

- Selflessness
- Integrity
- Objectivity
- Accountability
- Openness
- Honesty
- Leadership

Appendix 2: 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 Senior Appointments and Assessment Team**

NHS England 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 3: 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. In accordance with [NHSE's FPPT framework](#) if appointed your references and other background checks will be shared with the Trust.
- 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 4: Key dates

- **closing date for receipt of applications: 27 June 2024 at 11am.** Please forward your completed application to england.chairsandneds@nhs.net quoting reference **S3155**
- **interview date: 17 July 2024**
- **proposed start date: Summer 2024**

Getting in touch

- We strongly recommend an informal and confidential discussion with Dr Mairi Mclean, Chairwoman of the Trust. Please contact Hayley Corley, Executive Assistant to the Chairwoman on rcht.corporategovernance@nhs.net
- **NHS England** – for general process enquiries contact Miriam Walker by emailing miriam.walker@nhs.net

NHS England
E: england.chairsandneds@nhs.net
W: england.nhs.uk

