



HUNTER

Executive talent for the healthcare sector



NHS

Great Ormond Street
Hospital for Children
NHS Foundation Trust

Non Executive Directors

Candidate information pack

December 2021

WELCOME

Hello and thank you for your interest in joining Great Ormond Street Children's Hospital (GOSH) as a Non-Executive Director (NED).

Founded in 1852 with just ten beds and two members of staff, GOSH was the first specialist medical institution for children in the UK and it has continued to be at the forefront of treatment and care for children. Every day we do all in our power to give seriously ill children the very best chance to fulfil their potential and to deliver on our mission of putting "the child first and always". Today we provide over 50 specialist and sub-specialist paediatric health services to children from around the UK and beyond. In addition we play a significant research role, hosting the UK's only paediatric National Institute for Health Research (NIHR) Biomedical Research Centre in collaboration with University College London. We are also a training hub, working with partner Higher Education Institutes to train the largest number of paediatric nurses in the UK as well as playing a leading role in training pediatric doctors and Allied Health Professionals.

In common with many other NHS Trusts, the last 18 months has shown the commitment and strength of character of our hospital and our dedicated staff, who have been held together by our shared values and strong culture; a culture that supports health and wellbeing and staff engagement and one which is inclusive, although here we know we have more to do. Innovation, collaboration and partnership are also central to our culture and we look to our Non-Executive Directors, in particular, to bring expertise in these areas, along with an ability to constructively challenge and support Executive colleagues to be the very best that they can be.

Our ideal NEDs will be exceptionally talented individuals, able to help lead GOSH in shaping and developing our ambitious strategy. They will bring Board-level experience as an executive - and ideally also as an NED or Trustee - *either* with specific commercial and financial acumen (including a finance qualification and background) *or* of designing, negotiating and delivering innovative technologies within a commercial or public environment.

Beyond this they will need to demonstrate a strong commitment to the principles of the NHS and a passion for improving child health.

To learn more please contact our recruitment consultants Rhiannon Smith and Jenny Adrian at Hunter Healthcare on jadrian@hunter-healthcare.com or phone: **07939 250362**.



ABOUT US

Great Ormond Street Hospital for Children NHS Foundation Trust (GOSH) is an international centre of excellence in child healthcare.

GOSH is an acute specialist paediatric hospital with a mission to provide world-class care to children and young people with rare, complex and difficult-to-treat conditions. Together with our research partner, the UCL Great Ormond Street Institute of Child Health, we form the UK's only academic Biomedical Research Centre specialising in paediatrics. Since its formation in 1852, the hospital has been dedicated to children's healthcare and to finding new and better ways to treat childhood illnesses.

GOSH receives nearly 300,000 patient visits (inpatient admissions or outpatient appointments) every year (figures from 2016/17). Most of the children we care for are referred from other hospitals throughout the UK and overseas. There are 60 nationally recognised clinical specialities at GOSH; the UK's widest range of specialist health services for children on one site. More than half of our patients come from outside London and GOSH is the largest paediatric centre in the UK for services including paediatric intensive care and cardiac surgery. Through carrying out research with the Institute of Child Health, University of London and international partners, GOSH has developed a number of new clinical treatments and techniques that are used around the world.

The UK's only academic Biomedical Research Centre (BRC) specialising in paediatrics is a collaboration between GOSH and UCL Great Ormond Street Institute of Child Health. We are a member of University College London (UCL) Partners, joining UCL with a number of other hospitals - an alliance for world-class research benefitting patients. In partnership with six other NHS trusts, we are the lead provider for North Thames Genomics Medicine Centre, part of the national 100,000 Genomes Project.

GOSH offers a wide prospectus of learning to all staff groups. Together with London South Bank University, we train the largest number of paediatric nurses in the UK. We also play a leading role in training paediatric doctors and other health professionals.



GOSH IN NUMBERS



32,043
inpatients
and daycases

438
beds

189,336
outpatient
attendances

18,200
hours given by
60
active volunteers.
This donated time is worth
£162,200

91.5%
of staff would be happy with the
standard of care provided at
GOSH if a friend or relative
needed treatment.

98%
of inpatients
and
97%
of outpatients
would recommend GOSH

74%
of staff would recommend
GOSH as a place to work

5,600
staff

5,636
participants
in 1,175 active
research studies

OUR VALUES

The Trust has developed the **Always** Values with our staff, patients and families that characterise all that we do and our behaviours with our patients and families and each other.

Our **Always** Values are that we are:

- Always Welcoming
- Always Helpful
- Always Expert
- Always One Team

These values are extremely important to us and we expect everyone who works at GOSH in any capacity, including employees, bank staff, contractors, agency staff, people who hold honorary contracts, students and volunteers to share and uphold Our **Always** Values.

Each value is underpinned by behavioural standards and employees will be expected to display these behaviours at all times. You can find a full copy of Our **Always** Values on our intranet.

The Trust also expects that everyone who works here shall act in such a manner as to justify public trust and confidence and to uphold and enhance the good standing and reputation of Great Ormond Street for Children NHS Foundation Trust. Individuals must therefore at all times carry out their duties with due regard to the Trust's Equality at Work Policy.



Welcoming



Helpful



Expert



One Team

OUR PRINCIPLES

Six clear principles will guide our planning, decision making and day to day work. Sticking to our principles gives us the best chance of achieving our purpose and delivering our priorities, while doing the things that matter most to the GOSH community.

This is what we see for GOSH in 2025.

Above and beyond for **CHILDREN**

PRINCIPLE 1: Children and young people first, always

Over the coming years, GOSH will be very different to the hospital established in 1852. But while our founders would marvel at our progress and wonder at our technology, our ethos would be quite familiar. Fulfilling the potential of children and young people has always, and will always, drive us on to achieve great things.

Above and beyond in our **CULTURE**

PRINCIPLE 2: Always Welcoming, Helpful, Expert and One Team

GOSH will be a tolerant, inclusive, open and respectful place where staff are valued for who they are as well as what they do. Our people will enjoy their work and will live the GOSH Always Values. We will have strong, supportive teams where everyone has the freedom to learn, contribute and no one is afraid to speak up.

Above and beyond for **SAFETY AND QUALITY**

PRINCIPLE 3: Safe, kind, effective care and an excellent patient experience

We will be world leading in clinical outcomes and service design that puts patients first. Patients and families will be confident in their care because clinical outcomes across all our services will be scrutinised, internationally benchmarked and made publicly available. Our staff will feel confident about their own safety, and that of their patients, whether they are working on site or from home.

Above and beyond for **FINANCIAL STRENGTH**

PRINCIPLE 4: Stronger finances support better outcomes for more children and young people

We will be a more efficient, resourceful and resilient organisation. We will develop strong partnerships and look for opportunities to create secure and varied income streams. Through the generosity of donors, we will go over and above what is possible through the NHS - extending our reach and influence to help more children who need complex care.

Above and beyond for the **ENVIRONMENT**

PRINCIPLE 5: We aren't caring for children if we don't protect the environment

Sustainable business practices will be put in place so that our people find it easier to make the right choices. Sustainability will be central to our purpose, given the widely acknowledged impact of climate change on child health across the globe. Our Sustainable Development Action Plan will underpin our commitment to planetary health, every day.

Above and beyond in our **PARTNERSHIPS**

PRINCIPLE 6: Together we can do more

We will never work in isolation if we can better achieve our goals by working with others. We will be proactive in asking for help from policy makers and challenge barriers to progress. We will work with regional and national partners, as well as our patients and families, to design care pathways together. By partnering with academics and industry, we will make even faster progress to improve practice and more children's lives.

OUR STRATEGY

In September 2020, the Trust launched ABOVE AND BEYOND, our five-year strategy to advance care for children and young people with complex health needs.

In developing the strategy, the Trust considered its direction of travel as a provider of specialist and highly-specialist paediatric services and what this means for the shape of the services we provide. This helped us to define the role we will play within local, national, and international healthcare now and in 10 years' time. Our purpose is to advance care for children and young people with complex health needs.

Accelerate translational research and innovation to save and improve lives

Improve and speed up access to urgent care and virtual services

Develop the GOSH Learning Academy as the first-choice provider of outstanding paediatric training

2020

Make GOSH a great place to work by investing in the wellbeing and development of our people

Deliver a Future Hospital Programme to transform outdated pathways and processes

2025

Create a Children's Cancer Centre to offer holistic, personalised and co-ordinated care

GREAT ORMOND STREET HOSPITAL FOR CHILDREN



THE ROLE

The successful candidate will initially be appointed as an Associate NED for a maximum of 6 months. The Associate Non-Executive Director (Associate NED) role is used successfully in the NHS to support Board succession strategy and achieve a balance of Board level skills. Subject to continued satisfactory performance, it is intended that the successful candidate will migrate into a substantive non-executive director role without the need for any further recruitment process.

For the avoidance of doubt, Associate Non-Executive Directors are not Directors of the Trust and do not have the associated rights or liabilities, instead they have the ability to learn and influence. They operate as a full member of the team but without the same degree of accountability.

The Trust Board is collectively responsible for the success of the Trust, including delivering high standards of clinical and corporate governance, responsibility for financial viability, using resources effectively in line with financial controls and ensuring value for money.

For clarity, the responsibilities of an Associate NED and substantive NED are provided below:

ASSOCIATE NED RESPONSIBILITIES

GENERAL RESPONSIBILITIES

- Support the Chair, Non-Executive Directors and Executive Directors in setting the strategic direction of the Trust;
- Uphold the Always Values of the Trust and champion an open, honest and transparent culture within the Board and the Trust;
- Ensure that the organisation promotes human rights and equality, diversity and inclusion for all its patients, staff and other stakeholders;

- Work positively and collaboratively with the Council of Governors to promote the success of the Trust;
- Support the Chair, Non-Executive Directors, Chief Executive and Executive Directors in the governance and stewardship of the Trust. Ensure effective stewardship through planning, strategy, control and value for money;
- Safeguard the good name and reputation of the Trust and be an ambassador for the Hospital;
- Participate in ward/departmental visits and occasional external stakeholder meetings.

BOARD ACTIVITIES

- Prepare for, attend and contribute to Trust Board meetings, Council of Governors' meetings, and Board development activities;
- Support and challenge, where appropriate, the Chief Executive and other directors to ensure that the Board conforms to the highest standards of corporate governance and makes appropriate decisions;
- To the extent that the required time commitment allows, participate in those activities where it has been agreed that Associate Non-Executive Directors' involvement would bring an external and independent perspective;
- Provide advice and guidance on issues relevant to their own skills, expertise and experience;
- Meet periodically with the Trust Chair/ Non-Executive Directors in the absence of Executive Directors to discuss issues of interest or concern;
- Participate in any Trust Board induction, training and evaluation identified as an individual and as part of the Board or committee;

- Participate in an annual review and appraisal of own performance with the Chair and contribute to both the annual appraisal of the Chair and Executive Directors, and periodic reviews of the performance of the Board;
- Take opportunities to develop and refresh knowledge and skills and remain well informed of the main areas of the NHS Foundation Trust's activity.

COUNCIL OF GOVERNORS' ACTIVITIES

- Build and maintain close relations between the foundation trust's constituencies, and stakeholder groups to promote the effective operation of the trust's activities;
- Attend Council of Governors' meetings and maintain regular contact with governors to understand their issues and concerns, feeding back these comments/ concerns to the Trust Board.

NON-EXECUTIVE DIRECTOR RESPONSIBILITIES

Non-Executive Directors work alongside other Non-Executive and Executive Directors as an equal member of the Board. A NED at GOSH plays a crucial role in bringing an independent perspective to the Board in addition to any specific knowledge and skills.

GENERAL RESPONSIBILITIES

- Support the Chair, Non-Executive Directors and Executive Directors in setting the strategic direction of the Trust;
- As a member of the Board, set the Trust's values and standards. Uphold the Always Values of the Trust and champion an open, honest and transparent culture within the Board and the Trust;
- Ensure the Trust complies with the Terms of Authorisation, the Constitution and any other applicable legislation and regulations, including the maintenance of mandatory services and retention of property;
- Ensure that the organisation promotes human rights and equality, diversity and inclusion for all its patients, staff and other stakeholders;
- Work positively and collaboratively with the Council of Governors to promote the success of the Trust;
- Set challenging objectives for maintaining and improving performance of the Trust and ensure effective implementation of the Trust Board decisions by the Chief Executive and the senior management team;
- Hold the Chief Executive and other directors to account for the effective management and delivery of the organisation's strategic aims and objectives, including achieving the Trust's commitment to patients by improving the quality of care, patient and family experience and meeting targets for treatment; and promoting and delivering against the Trust's sustainability plans;

- Ensure that quality and financial controls and systems of risk management are robust and that the Board is kept fully informed through timely and relevant information;
- Ensure, through the leadership of the Chief Executive, that reporting lines and accountabilities are robust and support the effective oversight of the organisation including the development of effective risk and performance management processes;
- Safeguard the good name and reputation of the Trust and be an ambassador for the Hospital. Represent the Trust with international, national, regional or local bodies or individuals, to ensure that the views of a wide range of stakeholders are considered;
- Ensure that the Board, and the organisation, observe the Secretary of State's and other government policies and priorities, including regulatory requirements and the Code of Governance and Codes of Conduct and Accountability.

BOARD ACTIVITIES

- Ensure the appropriate delegation of authority from the Board to the senior management team;
- Support and challenge, where appropriate, the Chief Executive and other directors to ensure that the Board conforms to the highest standards of corporate governance and makes appropriate decisions;
- Meet periodically with the Trust Chair in the absence of Executive Directors to discuss issues of interest or concern;
- With the Board nomination committee, initiate change and succession planning for executive director appointments which can meet the needs of the Foundation Trust;
- With the Board remuneration committee, determine appropriate levels of remuneration for Executive Directors;
- Participate in the appointment and where necessary the removal of the chief executive and other executive directors, as appropriate;



- Participate in any Trust Board induction, training and evaluation identified as an individual and as part of the Board or committee;
- Work with the Senior Independent Director on the annual performance evaluation of the chair, in line with the process agreed by the Council of Governors and reporting back to the Council of Governors appropriately;
- Undergo an individual and board performance appraisal and attend any additional training highlighted as a result of the evaluation process;
- Take opportunities to develop and refresh knowledge and skills and remain well informed of the main areas of the NHS Foundation Trust's activity.

COUNCIL OF GOVERNORS' ACTIVITIES

- Build and maintain close relations between the foundation trust's constituencies, and stakeholder groups to promote the effective operation of the trust's activities;
- Attend Council of Governors' meetings and maintain regular contact with governors to understand their issues and concerns, feeding back these comments/ concerns to the Trust Board.

REVIEW

This role description will be subject to review by the Trust Board and Council of Governors as appropriate.

OTHER INFORMATION

Great Ormond Street Hospital for Children NHS Foundation Trust is a dynamic organisation, therefore changes in the core duties and responsibilities of this role may be required from time to time. These guidelines do not constitute a term or condition of employment.

CONFIDENTIALITY

On appointment you may be given access to confidential information which must only be disclosed to parties entitled to receive it. Information obtained during the course of employment should not be used for any purpose other than that intended.

HUMAN RIGHTS ACT

You are required to comply with the regulations of the Human Rights Act 1998 during the course of your appointment.

SUSTAINABLE DEVELOPMENT

You will be required to demonstrate a personal commitment to the Trust's Sustainable Development Plan and to take personal responsibility for carrying-out your work duties in a way which is compliant with this Plan.

PERSON SPECIFICATION

1. NON-EXECUTIVE DIRECTOR (DIGITAL)

We are seeking to appoint a non-executive director with a strong financial background who has experience of designing, negotiating and delivering innovative technologies within a commercial or public environment. We are looking for a candidate who has Board level experience in a large/complex/changing organisation and will champion effective, safe services and an excellent patient and family experience. You will be personally influential and demonstrate intellectual ability with the capacity to analyse and master complex information and handle differing views in a flexible way.

The candidate will sit on the Trust Board and the following committees of the Board:

- Audit Committee
- Finance and Investment Committee.

The successful candidate will initially be appointed as an Associate NED for a maximum of 6 months. The Associate Non-Executive Director (Associate NED) role is used successfully in the NHS to support Board succession strategy and achieve a balance of Board level skills.

For the avoidance of doubt, Associate Non-Executive Directors are not Directors of the Trust or Board members and do not have the associated rights or liabilities, instead they have the ability to learn and influence. They operate as a full member of the team but without the same degree of accountability. As an associate non-executive director, the candidate will have access to Board and committee meetings and papers.

Subject to continued satisfactory performance, it is intended that the successful candidate will migrate into a substantive non-executive director role without the need for any further recruitment process.

On appointment to the substantive non-executive director position, the candidate will be expected to chair either the Audit Committee or the Finance and Investment Committee (relevant to their skills and experience).

The Trust is especially keen to increase the diversity of the Trust Board to better mirror its workforce and the users of our services. We particularly welcome applications from women and from people who would bring diversity of experience, background and culture to the Board including people from ethnic minority communities.

ESSENTIAL CRITERIA

- Strong business and financial acumen and background, with considerable experience at Board level for a large/complex/ changing organisation (NHS or commercial).
- Experience of designing, negotiating and delivering innovative technologies within a commercial or public environment (and managing workforce/transformation/cultural implications).
- Experience of delivering and/or improving patient, family, service user, client or customer services.
- Experience and knowledge of risk management and value for money (VFM).
- High level of understanding/interest in healthcare issues, specifically in relation to corporate governance.
- Experience of delivering and/or improving patient, family, service user, client or customer services.
- Demonstrate a strong commitment to the principles of the NHS and the Trust's Always Values.

- Demonstrable strong commitment to sustainability and take personal responsibility for carrying-out duties and complying with the Trust sustainability plans.
- Ability to contribute to the hospital's strategic development and challenge constructively across all areas of the business.
- The diplomacy and empathy to engage, promote and sustain relationships with internal stakeholders (Board members, Governors on the Council of Governors and staff members) and external stakeholders.
- Excellent communication skills and awareness of the sensitivity of the services GOSH provides.
- Upholds the highest standards of conduct, displaying the principles of selflessness, integrity, objectivity, accountability, openness, honesty, and leadership.
- Qualified to be a member of the NHS Foundation Trust with a residence within one of its public constituency boundaries.

DESIRABLE CRITERIA

- Experience/knowledge of the integrated healthcare landscape and commissioning of NHS services.
- Demonstrate a strong commitment to excellent paediatric healthcare.

2. NON-EXECUTIVE DIRECTOR (FINANCE)

We are seeking to appoint a financially-qualified non-executive director to join our unitary Board. We are looking for a candidate who has Board level experience in a large/complex/changing organisation and will champion effective, safe services and an excellent patient and family experience. You will be personally influential and demonstrate intellectual ability with the capacity to analyse and master complex information and handle differing views in a flexible way.

The candidate will sit on the Trust Board and the following committees of the Board:

- Audit Committee
- Finance and Investment Committee.

The successful candidate will initially be appointed as an Associate NED for a maximum of 6 months. The Associate Non-Executive Director (Associate NED) role is used successfully in the NHS to support Board succession strategy and achieve a balance of Board level skills.

For the avoidance of doubt, Associate Non-Executive Directors are not Directors of the Trust or Board members and do not have the associated rights or liabilities, instead they have the ability to learn and influence. They operate as a full member of the team but without the same degree of accountability. As an associate non-executive director, the candidate will have access to Board and committee meetings and papers.

Subject to continued satisfactory performance, it is intended that the successful candidate will migrate into a substantive non-executive director role without the need for any further recruitment process. On appointment to the substantive non-executive director position, the candidate will be expected to chair either the Audit Committee or the Finance and Investment Committee (relevant to their skills and experience).

The Trust is especially keen to increase the diversity of the Trust Board to better mirror its workforce and the users of our services. We particularly welcome applications from women and from people who would bring diversity of experience, background and culture to the Board including people from ethnic minority communities.

ESSENTIAL CRITERIA

- Strong business and financial acumen (with a finance qualification and background) and an ability to understand complex strategic issues.
- Board level experience in a large/complex/changing organisation (NHS or commercial).
- Experience and knowledge of risk management and value for money (VFM).
- High level of understanding/interest in healthcare issues, specifically in relation to corporate governance.
- Experience of delivering and/ or improving patient, family, service user, client or customer services.
- Demonstrate a strong commitment to the principles of the NHS and the Trust's Always Values.

- Demonstrable strong commitment to sustainability and take personal responsibility for carrying-out duties and complying with the Trust sustainability plans.
- Ability to contribute to the hospital's strategic development and challenge constructively across all areas of the business.
- The diplomacy and empathy to engage, promote and sustain relationships with internal stakeholders (Board members, Governors on the Council of Governors and staff members) and external stakeholders.
- Excellent communication skills and awareness of the sensitivity of the services GOSH provides.
- Upholds the highest standards of conduct, displaying the principles of selflessness, integrity, objectivity, accountability, openness, honesty, and leadership.
- Qualified to be a member of the NHS Foundation Trust with a residence within one of its public constituency boundaries.

DESIRABLE CRITERIA

- Demonstrate a strong commitment to excellent paediatric healthcare.

HOW TO APPLY

The closing date for applications is 10 January 2022. Applications should be made by submitting:

- A full and updated CV, which includes your contact details and email address. Your CV will only be viewed by the recruitment consultants and the HR team to allow them to undertake the necessary reference checks and due diligence and will not be seen by the shortlisting panel or form part of the shortlisting decision-making.
- A personal statement of no more than two sides of A4, which should explain why you are interested in applying for the role and how you believe you meet the requirements set out in the person specification. Please note this is the candidate document that will form the basis for the panel's decision whether or not to take you through to the long and short listing stages of the process (for the final shortlisting decision the panel will also have a report from the recruitment consultants).
- Contact details for up to four referees (who will not be contacted without your permission)
- A completed **Equal Opportunities Monitoring Form** and **Fit and Proper Person Monitoring Form**.

All applications should be sent to: applications@hunter-healthcare.com. All applications will be acknowledged. For an informal conversation about the post, please contact Rhiannon Smith or Jenny Adrian at our recruitment partners, Hunter Healthcare by email: jadrian@hunter-healthcare.com or phone: **07939 250362**

Application closing date 10 January 2022

Shortlisting w/c 31 January 2022

Interview panel 8/9 February 2022



Great Ormond Street Hospital for Children

NHS Foundation Trust

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HUNTER

Executive talent for the healthcare sector