



Royal Cornwall Hospitals
NHS Trust

Chair

Candidate Pack Job Description

July 2024



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Welcome

from Isobel Down, our Senior Independent Director

Thank you for your interest in leading the Board of the Royal Cornwall Hospitals NHS Trust (RCHT). I am pleased to welcome you to our applicant's pack.

At RCHT, our vision is Outstanding Care for One + All. In seeking to deliver this patient safety is our first priority, providing safe, high-quality care to our patients which meets their individual needs and expectations, and values theirs and their relative's time.

We are looking for an outstanding leader to work with the Board in helping us reach and exceed the objectives set out in our ambitious 2023 to 2032 strategy: Outstanding Care for One + All

Our strategy focuses on three objectives: Supported and Valued People, Safe High Quality Care and Journey of Improvement.

We want to change, transform, and modernise, refocusing our efforts on delivering the right services to deliver more care close to home and help make our strategic goals a success.

As the main provider of acute and specialist care services for the people of Cornwall, we recognise the importance of ensuring that our operations run as smoothly and effectively as possible. With the development of Integrated Care Systems (ICS) we have had to work in new and different ways, in order to transform our services and help make our strategic goals a success.

We continue on an exciting and challenging agenda ahead, one that is focused on delivering exceptional services to a diverse and dispersed population. We know that the ambitions we have for the Trust can only be realised if we work with our partners across the region to shape and develop the healthcare services of the future for our communities. We have made huge strides in the last two years, reflected in positive feedback from our most recent staff survey, and being the most fifth most culturally improved trust in the country.



Welcome

continued...

We have amazing people and teams across the Trust and our wider health and care partners, and a shared vision of partnership working to significantly improve health and care in our region.

We opened our new Cornwall Cancer Centre in 2023, and over the coming years we will progress our £300m new Women's and Children's Hospital - the biggest ever capital investment for the region; we will deliver an elective surgery centre at Bodmin, significantly invest in our hospitals at West Cornwall and Hayle to support more care close to home. Our vision for a University Teaching Hospital in Cornwall has been agreed in principle with the University of Exeter. This will have a significant longer term impact on recruitment and retention and attract further research capabilities and money into our system.

This is an exceptional opportunity for a leader who shares our values. I have the privilege to be a Non-Executive Director and the Senior Independent Director of our amazing Trust, and I very much look forward to meeting candidates who have the vision, passion and values to support and lead our on-going transformation journey.

We look forward to receiving your application.



About RCHT

The Royal Cornwall Hospitals NHS Trust (RCHT) was founded in 1992 as part of the second wave of NHS Trusts to be established in England, and is the biggest provider of healthcare services in Cornwall and the Isles of Scilly. We serve around 474,000 residents across Cornwall and the Isles of Scilly, with the remainder of Cornwall's population in the east and far north of the county looking to Plymouth and North Devon respectively, for their acute hospital services.

As a year round tourist destination, the number of people we care for is boosted by holidaymakers, which can more than double our populaion at the busiest times.

Around 6,700 people work together across our hospitals and services, including 400 volunteers and an in-house bank of over 1500 people working flexibly to help us respond to changes in demand.

As the main provider of acute and specialist services across Cornwall, these are delivered over three main sites:

- Royal Cornwall Hospital in Truro - the biggest hospital in Cornwall providing emergency and specialist healtlcare
- St Michael's Hopsital in Hayle - providing a range of specialist services and our main elective orthopaedic operating centre
- West Cornwall Hospital in Penzance - offering a wide range of healthcare services including an Urgent Treatment Centre.

To improve the sustainability of hospital and healthcare provision in Cornwall and the Isles of Scilly, RCHT has formed a provider collaborative with Cornwall Partnership NHS Foundation Trust (CFT). As part of this provider collaborative, we have agreed the principles of a 'One workforce' approach to facilitate NHS recruitment and retention, support the movement of staff between both organisations, align terms and conditions of employment, and facilitate service transformation across NHS Providers to enable care to be delivered in the most effective and sustainable way. We have also developed an acute provider collaborative with Acute Hospital providers across Devon and Cornwall to support the sustainability of Acute Hospital services across the Devon and Cornwall Peninsula.

About RCHT

Alongside our provider collaborative arrangements, we are working very closely with Cornwall and the Isles of Scilly Health and Care partners as part of the the Cornwall and Isles of Scilly Integrated Care Board (ICB). This has provided opportunities for our supporting services and clinical services to work more closely together, building on some of the successes we already have with IT services and Occupational Health services.

The Trust has teaching hospitals status as part of the Peninsula College of Medicine and Dentistry (PCMD) and University of Exeter Medical School. Keeping at the forefront of medical advances, the Trust is continually developing its clinical services and is committed to maximising the range of specialist care that can be offered locally. Allied to this is a growing reputation for research and innovation. 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 people each year.

Cornwall and the Isles of Scilly is made up of breath taking landscapes, vibrant communities, and has an amazing quality of life. We have excellent Universities, well regarded State and private schools, friendly communities, and a vibrant cultural environment across an amazing part of our country.



Transforming Care through Partnerships

The implementation of Integrated Care Boards (ICBs) has created a significant opportunity to further progress the integration of health and care, and to take strategic actions to address health inequalities in our population. Our ICB has been clear in the strategic intent to progress integration and health equality and has developed a clear strategic plan setting out the opportunities to deliver more care close to home, and to enable significant transformation of the delivery of health and care services to support the long term sustainability of care for patients, residents and communities across Cornwall and the Isles of Scilly.

As an ICB Board we have established one of the first joint system Quality Committees in the country to enable the acceleration and delivery of significant system-wide quality transformation and improvement. This innovative approach has been established as a formal joint committee of the ICB, RCHT and Cornwall Partnership NHS Foundation Trust (CFT). We have commenced a significant programme of improvement, initially focussed on transforming frailty care, diabetes care, end of life care and other intermediate care services. An example of our joint determination to progress integration and transformation has been the establishment of a community based frailty Same Day Emergency Care (SDEC) service at Bodmin Hospital, and we are now progressing the next stage of this transformation with the implementation of a second community frailty SDEC service at West Cornwall Hospital. We are also one of the first health care systems in the country to have established a mobile x-ray care service to enable rapid delivery of x-ray diagnostics in out of hospital settings including in patients homes to provide rapid assessment without the need for patients to unnecessarily attend ED or other hospital settings to reduce avoidable demand on ED and hospital services, and to support patients to remain in their own home for as long as possible.

RCHT has established two formal provider collaborative arrangements to support the sustainability of health services in Cornwall and the Isles of Scilly, and across the wider Devon and Cornwall Peninsula. The first of these is a provider collaborative with the other Acute Hospital NHS Trusts across Devon to identify opportunities to support fragile Acute Hospital Services across the Peninsula and to enable transformation to support the financial sustainability of Acute Hospital Services, enabling care close to home where possible and sustainable.

The second collaborative is with Cornwall Partnership NHS Foundation Trust who provide Community Hospitals, community health and mental health and learning disability services. This collaborative is designed to support the sustainability of health services within Cornwall and the Isles of Scilly and to facilitate care close to home where possible and sustainable. Supported by this collaboration, we have established 3 dual Executive Director roles including the Chief Nursing Officer, Chief People Officer and our Chief Digital Information Officer to enable shared Executive roles and to facilitate integrated services. These Dual Executive roles are members of the Boards of RCHT and CFT and have been important steps in helping to accelerate the partnership opportunities between both organisations.



EMPLOYER RECOGNITION SCHEME

GOLD AWARD 2023

Proudly supporting those who serve

Sustainable Healthcare

RCHT has delivered a balanced financial position for each of the last 3 financial years and has also supported the delivery of a system balanced financial position in each of those years. We are one of the small number of health and care systems nationally to have an agreed balanced financial operational plan for 24/25. As a system we have developed a clear medium term financial plan setting out the steps we need to take to continue to deliver our services within the resources provided. Our system financial delivery over the last 3 years has enabled our system's historic financial deficit to be removed, and we have also received capital financial incentive funding in this year to reflect the agreement of our system's financially balanced plan this year. These financial successes have been achieved through significant organisational and partnership working and provide a clear financial basis to support our strategic intentions.

However, the operational and financial environment for all providers and health and care systems is a very challenging one. With the growth in demand being experienced across the NHS, driven by factors including demographic changes including an aging population, our ability to continue to deliver within our system's resources will be directly determined by the speed at which we can reconfigure our services to provide the most sustainable services and to address the underlying health inequities which are driving the increasing demand.



EMPLOYER RECOGNITION SCHEME

GOLD AWARD 2023

Proudly supporting those who serve

Our Values

what we stand for

Introducing our Vision and Values



Outstanding Care for One + All

Our Vision: Where we want to get to

- At RCHT, our vision is to provide Outstanding Care for One + All. This is what we want to achieve over the next 10 years.
- We know we have an improvement journey ahead of us, but we believe the people of Cornwall and the Isles of Scilly and our staff deserve nothing less.

Our Values: What we stand for

- We asked staff if our values were still right, and you said they were, but they needed to be simplified. Our refreshed values describe what we stand for, and what we should expect from everyone.

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

Outstanding Care for One + All



The Opportunity



NHS England has a specific role in appointing and supporting NHS Trust Chairs and Non-Executives.

We are looking for an exceptional leader to Chair Royal Cornwall Hospitals NHS Trust (RCHT). This is a unique opportunity to help shape the future of local services by sharing your talents and expertise to help transform the hospital and make a positive difference to your community.

Person Specification

Required skills, experience and attributes are described in the NHS Leadership Competency Framework for Board Members set out below:

Desirable experience

- Prior experience as a non-executive director (any sector)
- Prior experience on an NHS board (executive, non-executive or associate role)
- Professional qualification or equivalent experience
- Prior senior experience of complex organisations outside the NHS, i.e. private, voluntary or other public sector providers of similar scale

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 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. Candidates will have:

- A demonstrable interest in health and social care and a strong desire to achieve the best sustainable outcomes for all patients and service users through encouraging continuous improvement, clinical excellence and value for money
- Strong understanding of financial management, with the ability to balance the competing objectives of quality, operational performance and finance
- An appreciation of constitutional and regulatory NHS standards

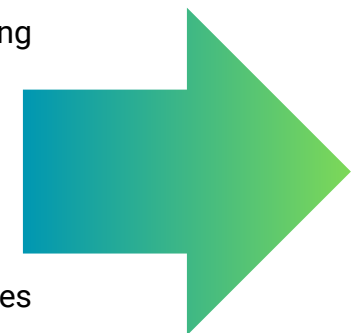
Setting strategy and delivering long-term transformation

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. Candidates will have:

- Experience of leading and delivering against long-term vision and strategy
- Experience leading transformational change, managing complex organisations, budgets and people

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. Candidates will have:
- A clear commitment towards issues of equality, diversity and inclusion
- Significant experience of engaging with the diverse social, economic and cultural groups served by the organisation



The six NHS leadership competency domains

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. Candidates will have:

- Prior board experience (any sector, executive or non-executive role)
- Evidence of successfully demonstrating the NHS Leadership competencies in other leadership roles
- An ability to identify and address issues, including underperformance, and to scrutinise and challenge information effectively for assurance

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. Candidates will have:

- A clear commitment to the NHS and the trust's values and principles
- Experience of building effective teams, encouraging change and innovation and shaping an open, inclusive and compassionate culture through setting the right tone at the top and championing diversity at, and across, all levels
- Strongly focused on the experience of all staff and patients
- Experience managing conflict, finding compromise and building consensus across varied stakeholder groups with potentially conflicting priorities

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. Candidates will have:

- A desire to engage with the local population and to collaborate with senior stakeholders across the health and care system
- Strong interpersonal, communication and leadership skills

Role of the NHS Board and Chair

Key responsibilities

NHS boards play a key role in shaping the strategy, vision and purpose of an organisation. They hold the organisation to account for the delivery of strategy and ensure value for money. They are also responsible for assuring that risks to the organisation and the public are managed and mitigated effectively. Led by an independent chair and composed of a mixture of both executive and independent non-executive members, the board has a collective responsibility for the performance of the organisation. The Chair also ensures the Board is focused on improving outcomes in population health and healthcare, and fosters a culture of learning and continuous improvement, with a particular focus on quality, safety, access, patient experience.

The purpose of NHS boards is to govern effectively, and in so doing build patient, public and stakeholder confidence that their health and healthcare is in safe hands. This fundamental accountability to the public and stakeholders is delivered by building confidence:

- in the quality and safety of health services
- that resources are invested in a way that delivers optimal health outcomes in the accessibility and responsiveness of health services
- that patients and the public can help to shape health services to meet their needs
- that public money is spent in a way that is fair, efficient, effective and economic.

Chair

Role Description

To carry out their role effectively, the Chair must cultivate a strong, collaborative relationship with the Chief Executive. Many responsibilities in this role description will be discharged in partnership with the chief executive. It is important the chair and the chief executive are clear about their individual and shared roles, and their respective responsibilities towards the unitary board.

Together, the Chair and the Chief Executive set the tone for the whole organisation. They are ultimately responsible for ensuring that the population the trust serves and the wider system in which the organisation sits receive the best possible care in a sustainable way.

Responsibilities of the Chair

The Chair has a unique role in leading the NHS Trust board. The role combines the duty to lead effective governance, consistent with the [Nolan principles](#) and [NHS values](#), with securing a long-term vision and strategy for the organisation. Fundamentally, the Chair is responsible for the effective leadership of the Board. They are pivotal in creating the conditions necessary for overall Board and individual director effectiveness. Central to the chair's role are the six NHS leadership competency domains.

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



Chair

Terms of Appointment

- The current remuneration for this role is £55,000 per annum.
- The initial appointment will be for a period of up to three years, after which you may be considered for further terms of office, subject to the needs of the organisation and a good performance in the role.
- You will have considerable flexibility to decide how you manage the time needed to undertake this role. On average, it will require 2 to 3 days a week, including preparation time away from the Trust, the occasional evening engagement and events designed to support your continuous development.
- Applicants should live in or have strong connections with the area served by the Trust.

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.



Royal Cornwall Hospitals
NHS Trust

Recruitment Timetable

Closing date	9am 2nd August 2024
Preliminary interviews (via Teams with GatenbySanderson)	w/c 12th August 2024
Stakeholder Sessions and Final Interview	w/c 9th September 2024



How to Apply

Apply for the role via the **GatenbySanderson** website.

- Please submit an up to date copy of your CV, along with a Supporting Statement that addresses the criteria set out in the person specification, using examples to demonstrate how you meet the essential requirements.
- A completed fit and proper person form – the template can be downloaded from the same place as the job description.
- Detail any employment or education gaps.
- You should provide the names, positions, organisations, and contact details for your referees, which must be your line managers and include your current and most recent employer. The referees should cover at least two roles as the minimum. Please note, should you be appointed, you will be required to provide references covering your last 6 years of employment. Where there have been gaps in employment, this six year period will be extended accordingly. Referees will only be contacted for those proceeding to the final stage - we will always gain your permission before we contact referees
- Let us know any difficulty you may have with the indicative timetable or require any reasonable adjustments at any stage of the recruitment process.

For a confidential discussion, please contact:

Emily Perry, Principal Researcher

E: emily.perry@gatenbysanderson.com

T: +44 (0)

Julia St.Clare, Consultant

E: julia.stclare@gatenbysanderson.com

T: +44 (0) 7807 631 564

Melanie Shearer, Partner

E: melanie.shearer@gatenbysanderson.com

T: +44 (0)

Find out more by visiting the Trust website

- Trust Board: <https://royalcornwallhospitals.nhs.uk/organisation/board-members-and-committees/>
- Reports and publications: <https://royalcornwallhospitals.nhs.uk/organisation/our-strategy/>