



St George's University Hospitals
NHS Foundation Trust



**Non-Executive Director
Candidate Pack**

September 2024



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Introduction from the Group Chairman



“Our vision for 2028 is simple but powerful – we will offer outstanding care, together.”

Thank you for your interest in becoming a Non Executive Director at St George’s University Hospitals NHS Foundation Trust, part of the St George’s, Epsom and St Helier Group.

We are a very large Trust, a major trauma centre which provides tertiary services to South West London, Surrey and Sussex and District General Hospital services to the people of Merton and Wandsworth. Our annual turnover is over £1 billion and our staff numbers more than 9,000. The NHS is facing a significant financial challenge with rising demand whilst we are still grappling with the aftermath of Covid, both in relation to population health need and also the impact on our staff. The task of balancing money, quality, performance and enabling our staff to give their very best has probably never been greater.

Two years ago we formed a hospital Group with our neighbouring Trust, Epsom and St Helier. We have a team of Group Executives and a number of joint Non-Executives Directors, including me. This change provides significant opportunities to drive improved outcomes for our patients, create a more resilient workforce and achieve greater efficiency. Our Boards and Committees meet in Common and we have developed a Group strategy, “Outstanding Care, Together” which sets out our vision and aspirations for our the people who use our services. To achieve this vision we are committed not only to continuing to deliver and develop excellent services but in becoming an integral and essential part of the health and wellbeing of the local communities we serve, transforming our services around their needs and using the best technology to improve access and choice. We want to coproduce what we do with the people and communities we serve, using their insights to drive change, all underpinned by our clear focus on tackling inequalities, and prompting quality improvement, sustainability, and innovation.



St George's University Hospitals

NHS Foundation Trust

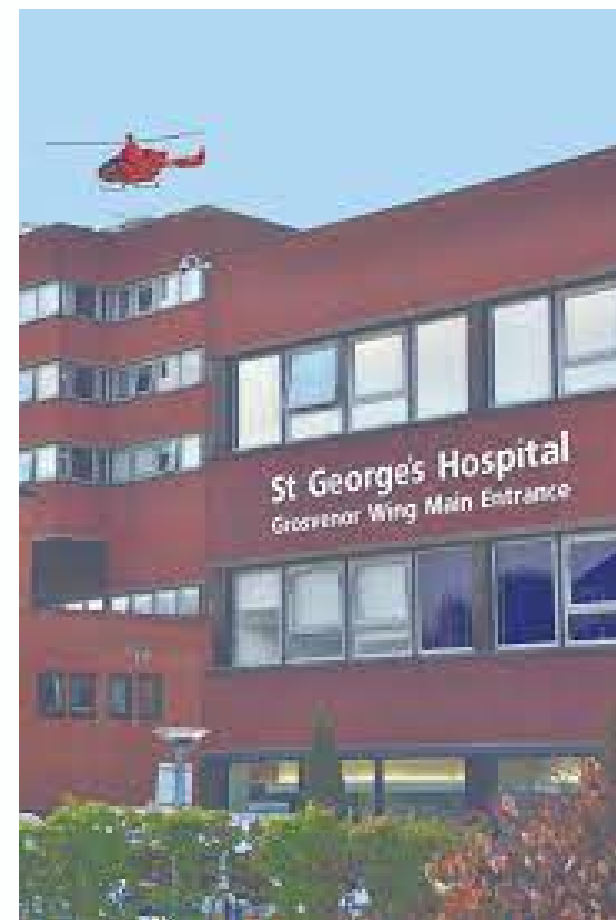
We know that there is much work to be done, and this role comes at a time of significant change in the NHS and social care landscape, as well as increasing demands on our services. We will need to transform our services not only to meet increased demand but to mitigate risks around safety and ensure accessibility to all in a context where “access” will inevitably look different. The COVID-19 pandemic presented significant challenges to all providers, but has also allowed us to rethink how we deliver services to our communities.

With these challenges there are great opportunities harnessing the expertise and commitment of our staff to work across the Group and in collaboration with NHS, local government and voluntary sector partners in South West London. We are looking for a Non Executive who shares our passion for improving the health and wellbeing of our patients and communities and who will be able to chair our Finance Committee, with experience of working in organisations of significant scale and complexity, ideally with commercial experience.

I hope the information contained in this pack along with our website gives you all the information you need, but please contact our advisors Melanie Shearer or Jim Canning at GatenbySanderson if you'd like to know more.

I look forward to receiving your application.

Gillian Norton
Chairman



About St George's Hospital

Since the opening of the original St George's Hospital on Hyde Park Corner in 1733, St George's has built an international reputation for quality of care, education, research and medical advances. Our main site, St George's Hospital in Tooting – one of the country's principal teaching hospitals – is shared with St George's, University of London, which trains medical students and carries out advanced medical research. St George's Hospital also hosts the St George's, University of London and Kingston University Faculty of Health and Social Care Sciences, which is responsible for training a wide range of healthcare professionals from across the region.

Our organisation is large – with more than 9,000 staff – but retains a strong sense of community. We have strong links with the local populations we serve but are also recognised nationally and internationally for being a leader in research and innovation. This enables us to attract staff from all corners of the globe. Six years ago, in February 2015, St George's became an NHS Foundation Trust. As the largest healthcare provider in south west London, our two hospital sites at St George's Hospital and Queen Mary's Hospital in Roehampton serve a population of 1.3 million across south west London.

As a provider of many tertiary services, such as neurosciences and paediatric medicine, we also offer care for significant populations in Surrey and Sussex, totalling around 3.5 million people. Even further afield, we provide care for patients from across the south west of England in specialties such as complex pelvic trauma. Other services are even more specialist, and our family HIV care service and expertise in bone marrow transplantation for non-cancer diseases mean we treat people from across the country. St George's is one of the four major trauma centres for London, and home to hyper acute stroke and heart attack centres. We operate one of London's four helipads, which means we treat some of the most unwell and severely injured patients from across the south of England.

We are one of London's largest children's hospitals, with one of only four paediatric trauma units in London. St George's Hospital also hosts the only paediatric intensive care unit in south west London. We are one of the top three centres for specialist paediatric surgery in London, and a centre of excellence in foetal medicine.



About the St George's, Epsom and St Helier University Hospitals and Health Group

After years of collaboration and creating closer working ties, St George's University Hospitals NHS Foundation Trust and Epsom and St Helier University Hospitals NHS Trust formed a hospital group. Jacqueline Totterdell was appointed Group Chief Executive in August 2021. Gillian Norton is Chairman of both trusts and took up the role as Chairman in Common in 2019. A single Executive team was appointed to lead both Trusts and this has been in place since February 2022.

Working as a hospital group allows for more joined-up decision making for the benefit of local people, a larger and more resilient clinical workforce, reduced variation in levels of care, and more access to a wider range of services for our patients.

Epsom and St Helier and St Georges remain two separate trusts but with one Executive Team enabling us to work closer together and build on our strong foundations.

We already work closely together and run joint services such as the South West London pathology network and we're building a specialist kidney unit to improve care to our patients.

We have developed robust governance arrangements to support our Group. Our two Boards of Directors meet as a Group Board, and our Board Committees have come together to operate as Committees-in-Common. This includes our Quality Committee, Finance Committee and People Committee. Our Group governance arrangements continue to ensure robust assurance on quality and safety, finance, information technology, and workforce for each Trust while helping us to promote learning and improvement across the two Trusts.



Our vision for 2028

C

Collaboration & partnership

- Work with partners to improve local people's health.
- Collaborate as gesh for consistent, high quality care.
- Work with other local hospitals.
- Work with partners to join up care for specialised services.

A

Affordable healthcare, fit for the future

- Ensure our services are financially sustainable.
- Minimise our impact on the environment.
- Improve our estate.
- Adopt digital technology.
- Develop new treatments through research and innovation.

R

Right care, right place, right time

- Reduce waiting times.
- Improve patient safety.
- Improve patients' outcomes and experience with us.
- Tackle health inequalities.

E

Empowered, engaged staff

- Get the basics right for all our staff.
- Improve staff wellbeing.
- Ensure our culture is inclusive and driven by our values.
- Develop our workforce for the future.
- Embrace different ways of working.

Everything we do driven by our patients

Living Our Values

To achieve our vision of improving the health of our patients and the local community we need to keep patients at the heart of everything that we do – our values are designed to inspire our staff to achieve this. We designed these values in partnership with our staff and patients, setting out the standards of behaviour we expect from our staff

excellent
kind
responsible
respectful

excellent

- Look after our patients as we would like to be looked after ourselves.
- Set ourselves high professional standards and be open to new ideas.
- Be professional in our approach and our appearance.
- Promote and share best practice.

kind

- Anticipate and respond to patients' and carers' concerns and worries.
- Support each other under pressure and consider the impact of our actions on others.
- Help people find their way if they look unsure or lost.
- Smile, listen and be friendly.

responsible

- Have patient safety as our prime consideration.
- Be responsible for ensuring good patient experience.
- Use resources wisely.
- Challenge poor behaviour in others.
- Learn from experience including our mistakes.
- Say sorry when things go wrong.

respectful

- Keep patients, families and carers involved and informed.
- Protect patients' dignity and confidentiality.
- Wear our name badges, introduce ourselves and address people in a professional manner.
- Respect colleagues' roles in patient care and experience.
- Value and understand the diversity of those around us.

Our commitment to equality, diversity and inclusion



St George's serves a diverse population of 1.3 million people and has over 9,000 staff, over half of whom (53%) are from non-white backgrounds. The Trust is committed to fostering an inclusive culture that celebrates diversity in which each member of staff enjoys a strong sense of belonging, where diversity is truly valued, and where inclusion is felt authentically at a personal level. Building this diverse and inclusive culture not only improves the working lives of our staff but delivers benefits to our patients. We are also committed to tackling the health inequalities that have long existed within society, working in collaboration with our local partners, including by embracing positive outreach into communities most impacted by health inequalities.

We have a vibrant community of staff networks, led and managed by our staff:



Our Disability and Wellness Network (DaWN) has been an active partner in raising awareness of the impact of disabilities and long-term health conditions, both visible and hidden, on staff and patients, coordinating our UK Disability Month events and promoting the importance of the Oliver McGowan training on learning disability and autism.



Our Women's Network has been a key partner in our work to tackle violence and aggression towards staff, and are part of the working group for the Mayor of London's Women's Night Safety Charter. The Network has also facilitated practical initiatives like the development of the Gender Pay Gap Action Plan, and has collaborated with the Health and Wellbeing Team to offer Imposter Syndrome Workfoops to staff as part of International Women's Day.



Our Racial Equality and Cultural Heritage Network has continued to champion the See Me First initiative, which involves staff pledging their commitment to be non-judgemental, anti-racist and contribute to the reduction in bullying and harassment, particularly race-based bullying. The network has also led on events to mark Black History Month, Eid, and Diwali. It has also organised a conference to discuss the Trust's Workforce Race Equality Standard results and the actionable steps that can be taken.



Our LGBTQ+ Network have played an active role in raising awareness of LGBTQ+ inclusion and helping to shape Trust-wide initiatives to support this, including hosting an LGBTQ+ History Month event which saw noted ACE activist Yasmin Benoit participate in a fireside talk about ACE inclusion and her work with the NHS. The Network has also marched in the Pride London Parade.

Our commitment to equality, diversity and inclusion



In May 2024, our hospital Group launched a new ground-breaking service for international staff, *Ask Auntie*, a mentoring programme and mobile app to support international staff personally and professionally at St George's, Queen Mary's, Epsom and St Helier hospitals.

The programme, which is for all international staff, helps support personal, professional and cultural needs, and makes sure all of our staff feel as welcome, settled and happy as possible.

The programme has two main parts: first, personal mentoring relationships with 'Aunties' or 'Uncles', who are senior staff (Band 7 and above) who are specially trained to support international staff; and second, a dedicated mobile app designed to offer help and support.

The programme was launched by our Group Chief Nursing Officer, Arlene Wellman, herself an internationally educated nurse with firsthand experience of the needs of international staff. At its launch, Arlene said: *"Like all countries, people new to the UK face numerous challenges and its critical staff feel comfortable and well supported when they join and throughout their time with us. I know Ask Auntie (or Uncle!) will go a great way to make sure that happens"*.

Our Integrated Care System

South West London Health and Care Partnership is the name given to the partnership between the region's NHS and care organisations to help keep people healthy, support active communities and ensure high quality, joined up care when needed. There is an NHS Integrated Care Board (ICB) with people working in all parts of the local NHS and public representatives as part of it. Together they will be responsible for overseeing the day-to-day running of the NHS locally, commissioning (buying) services and developing a plan to meet the health needs of the population.



South West
London
Integrated
Care System

The ICB will work hand in glove with an Integrated Care Partnership (ICP) bringing together health, social care, public health and other public, voluntary and community sector partners. Local healthwatches will be members of this partnership, ensuring the views of people and communities are heard, listened to and acted upon. The ICP will be responsible for agreeing a wider plan (an integrated care strategy) for improving health and joining up care for people in South West London now and into the future.

Collective Effort to Meet Challenges

Working together as South West London partners, we will focus on a number of key areas:

- Maintaining our shared vision for local people – that they Start well, Live well, Age well, and work together with our local communities, patients, partners and staff to deliver this.
- Continuing to innovate and ensure services are safe and reflect best practice whilst we manage Covid 19 in our communities and organisations.
- Preparing for winter and the pressures and demands it brings, whilst remaining vigilant considering the future potential for outbreaks and increase in infection rates across South West London.
- Renewing our commitment to working with partners, particularly at borough level with our Local Authorities.
- Renewing our South West London Five Year Plan and the need to set out a delivery plan for the next two years which recognises the strategic ambitions set in the Five Year Plan as well as phase two of Covid 19.
- Supporting our staff through and beyond recovery, making South West London a great place to work.
- Building on over two years of public and clinical engagement, as well as strong partnership work in developing the six Local Health and Care Plans and the South West London Five Year Plan.
- Making sure that Health inequalities and prevention actions are clear at borough and system-level and that they are effectively supported with a population health management approach.
- Ensuring that our services and employment practices are fair, accessible, appropriate for the diverse communities we serve and the workforce we employ. Equality, Diversity and Inclusion is a critical system priority for our partnership.
- Embedding learning from all our work and experiences so far during this pandemic – locking in positive changes and tackling our challenges.

You can read more about the work of the ICS [here](#).

About the role

The Board plays a key role in shaping our strategy, vision and purpose, in holding the organisation to account for the delivery of our strategy, and in ensuring value for money and managing risk. Working alongside Executive Directors, Non-Executive Directors play a critical role in the leadership and governance, shaping culture, and promoting the success of the Trust for the benefit of our patients and the communities we serve.

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](#). 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, and we will be looking for these qualities in both of our new Non-Executive Directors.

It would be preferable that applicants should live in or have strong connections with the area served by the Trust.

On average this role will typically require the equivalent of 6 days a month, however the time commitment may vary and a flexible approach should be taken. The remuneration payable for this role is £14,000 per annum for a 3 year term

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 requires Trusts to undertake a number of background checks to ensure that those we appoint are “fit and proper” people to hold these important roles.

Person Specification

Non-Executive Directors play a crucial role in bringing an independent perspective to the Boardroom, in addition to the specific knowledge and skills they hold. You will need to have a genuine commitment to patients and the promotion of excellent health care services and we are looking for the following skills and experience:

- recent, relevant and very senior management and leadership or board level leadership experience gained within a large and complex organisation
- previous experience of chairing complex meetings and the aptitude to rapidly develop a sophisticated understanding of assurance in an NHS context
- previous experience of developing strategy, monitoring performance against key performance indicators, and offering informed and constructive challenge to executive directors
- evidence of leading positive change in relation to equality, diversity and inclusion.
- Evidence of delivering transformational change, supported by the systems and processes – including information systems – to support that change

You will also need to be able to demonstrate you can use your experience to:

- work alongside other non-executives and executive colleagues as an equal member of the Board
- bring independence, external perspectives, skills and challenge to strategy development
- hold the executive to account by providing purposeful, constructive scrutiny and challenge
- shape and actively support a healthy culture for the trusts, including championing equality, diversity and inclusion at scale.

We would especially welcome applications from candidates with commercial experience.

NHS England Leadership Competencies

Being an NHS board member means holding a demanding but rewarding leadership responsibility. NHS board members have both an individual and collective role in shaping the vision, strategy and culture of an organisation, and supporting high quality, personalised and equitable care for all now and into the future.

All Board members of NHS organisations are required to demonstrate, and over time develop proficiency in, the six leadership areas of the [NHS England Leadership Competency Framework](#), published in February 2024, and these will be used as part of the recruitment process:

- 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: 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.

NHSE Leadership Competencies

- 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.



Recruitment Timetable

Activity	Dates
Closing date for applications	14th October
Preliminary interviews	w/c 21st October
Final panel interviews	Wednesday 20th November



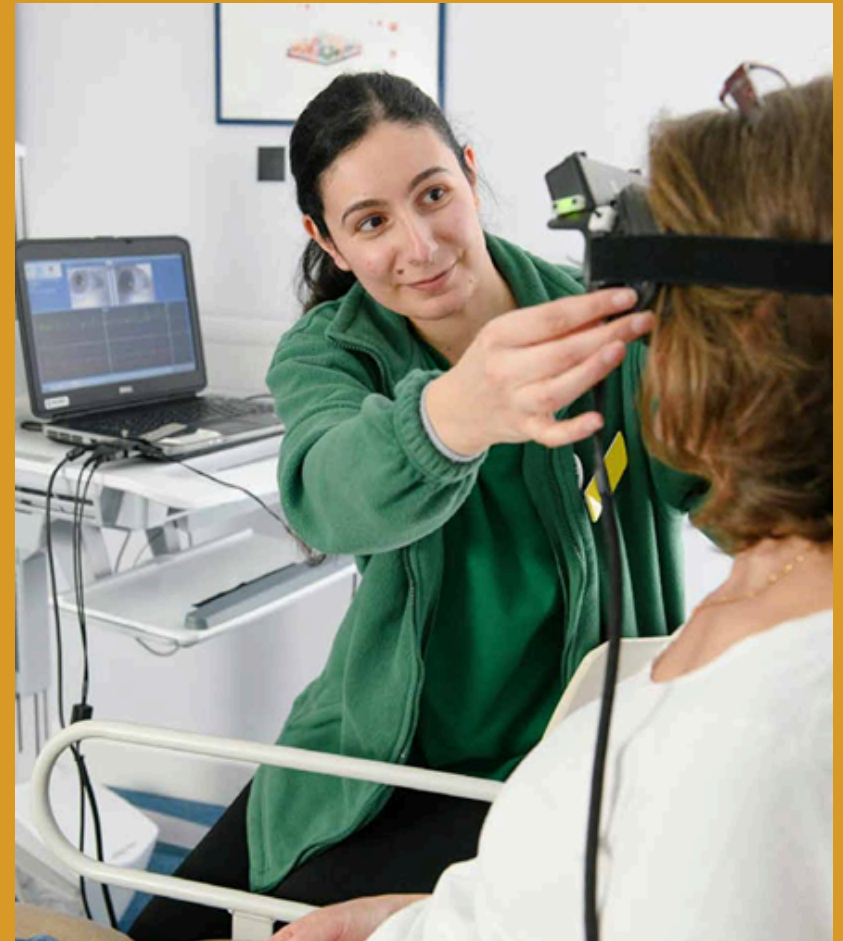
How to Apply

The closing date for applications is 14th October

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 will be taken prior to interview and may be shared with the selection panel
- please complete the monitoring information when you submit your application
- tell us about any dates when you will not be available
- confirm your preferred email and telephone contact details

Applications should be submitted by visiting the [GatenbySanderson website](#) **HERE**



For a confidential discussion, contact our executive search partners at GatenbySanderson:

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Jim Canning
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Find out more by
visiting our website
[St Georges](#)