



**WORLD CLASS CARE
FOR OUR COMMUNITY**



Royal Surrey
NHS Foundation Trust



Non-Executive Director
Candidate Information Pack
April 2024



Welcome from the Chair

Hello and thank you for your interest in the Royal Surrey NHS Foundation Trust (RSFT). We are a clinically-led NHS Foundation Trust focused on providing world class, joined-up care for the people we serve across Guildford and Waverley; bridging the gap between hospital and community services.



Moving beyond our immediate geographical boundaries, our cancer centre provides diagnosis and treatment to patients across the wider Surrey and Sussex region and has been recognised as one of the UK's leading centres. We are a Trust that works collaboratively – as a key player within the Surrey Heartlands Integrated Care System and as a partner of the University of Surrey, a relationship which will only be strengthened with the impending opening of their new Medical School.

Our Board is an inclusive and collegiate space, where colleagues support, but also challenge each other to deliver better outcomes and experiences for our staff and patients. We see ourselves as very much a learning organisation – keen to continuously improve through innovation, research and development. We are ambitious, but we are also clear that we will need help in achieving these ambitions. One element of this is the appointment of a new Non-Executive Director (NED) to join the Board.

Applicants must have a genuine commitment to patients and the promotion of excellent health care services; they must be able to embrace and champion the Trust's values; and they must be able to add value, independence and rigour to strategy development. Beyond these more generic skills, we are specifically looking for an innovative, forward looking, and engaging NED, with the ability to Chair our Finance, Performance, and Transformation Committee. A successful candidate will also need to form the partnerships necessary with both internal and external stakeholders who help us deliver our goals.

We are keen to consider candidates who can also bring diversity of thought, background, and protected characteristics – while the Board as a whole currently has good age and gender diversity, we are less representative, for example, of the ethnic diversity we see in our staff and in the communities we serve.

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

Joss Bigmore
Chair, RSFT

About Us

The Royal Surrey NHS Foundation Trust is an award winning, multi-site healthcare provider operating from a main acute site in Guildford and across community and primary care sites in Surrey.

We are also a regional cancer centre and provide many world class services and aspire to deliver more for our patients in the future, as evidenced by our recent investment in the Royal Surrey Cancer Centre and a brand new Cancer and Surgical Innovation Centre, which will bring state of the art facilities to the Royal Surrey and increase our surgical capacity. The centre, which is expected to be completed by the end of 2025, will house six new operating theatres, enabling an additional 7,000 patients to receive surgery every year.

Royal Surrey is a core partner in the Surrey Heartlands Health and Care Partnership Integrated Care System. These organisations have a clear remit to strengthen out of hospital services, improve access to the right urgent care services, align and join up care across Surrey and Guildford and Waverley thereby reducing inappropriate admissions to hospital.

The Trust's urgent and emergency care services include a high demand Emergency Department at the Royal Surrey County Hospital and an exceptional Minor Injuries Unit at Haslemere Hospital, both performing well nationally.

The Trust provides adult community services in partnership with Procare, the local GP Federation.

As a tertiary cancer centre, the Trust provides several services which are commissioned by NHS Specialised Commissioning including radiotherapy and robotic surgery.

Royal Surrey is a hub for a network of services with neighbouring hospitals. The Trust is investing through the Cancer Alliance in mechanisms to enable joint working, for example, by providing better digital connectivity across all the Trust sites.

The Trust is one of seven participants in NHS England Vital Signs, a quality improvement programme, which focuses on continuous process improvement as a route to improved quality of services for patients and experience of work for staff. Quality Improvement methodology is becoming part of the DNA of the Trust with staff being supported to acquire the tools and culture to make changes which will benefit patients.

Following a CQC inspection in March 2020 the Trust was rated Good overall with several services – End of Life, use of Resources and Medical Care – receiving Outstanding ratings. A more recent inspection in September 2023 led to the Trust receiving additional Outstanding ratings for both Maternity Services and the Royal Surrey County Hospital site as a whole.

Our Vision, Mission and Values

The trust undertook a listening exercise with its staff which has formed our vision, mission and values. We are currently working with staff to define our new behaviours which will become part of everything we do.

Our mission is

Together we deliver compassionate, safe care every day.

Our vision is

To provide nationally celebrated, community focused health and care.

Royal Surrey NHS Foundation Trust aims to ensure that no job applicant or employee is unfairly disadvantaged on the grounds of race, colour, nationality, ethnic origin, age, disability, sex, sexual orientation, marital status/civil partnership, religion/belief or trade union status.

Our values are

Continuously improving

- Continuously improving is not just a value.
- It's what unlocks our innovation.

Excelling together

- Excelling together is not just a value.
- It's what we do every day.

Caring together

- Caring together is not just a value.
- It's what sets our Royal Surrey family apart.

Learning together

- Learning together is not just a value.
- It's what keeps our services safe.



Our Strategic Objectives

True North Objectives

“True North” is a concept the Trust has adopted as part of the commitment to its continuous improvement methodology. Our True North objectives were agreed in early 2019 and describe an ideal state that the Trust should always be striving towards. It may be that the wording of them requires amendment over the coming years (for example we know that some constitutional targets will change) but we will keep the tenets of those described below. Our objectives have stood up to the extraordinary impact of Covid-19, and continued recovery, affect everything we do. We have always been able to track our response to the challenges we face through reference back to the True North objectives and the standards they set as we deliver care.

Breakthrough objectives

Breakthrough objectives provide a flexible approach to adapt the operational reality of the Trust to its strategic direction. This has been particularly relevant these past two years where Covid-19 has continued to impact on every aspect of the organisation. Many of the breakthrough objectives have been adjusted to reflect the ongoing impact of Covid-19 and recovery from it. Focusing on reducing the number of long-waiting patients, supporting staff in their health and wellbeing, and increasing the number of patients on a Patient Initiated Follow Up pathway, all positively impact on the Trust’s response to the pandemic whilst maintaining a clear link to the True North, and therefore, Five Year Strategic goals.



Zero harm

To cause no harm to patients by eradicating errors and continuously improving the quality, effectiveness and safety of our services



3% annual surplus

Being as efficient as possible in all we do – removing duplication, unnecessary steps and getting-it-right-first-time to allow us to invest in developing our services and not fixing errors



Top 10% NHS Staff Survey engagement score

Having everyone feeling motivated, supported and valued in their roles so we can continue to recruit and retain the best people in our Royal Surrey family



Deliver all constitutional targets (cancer waits etc)

Developing and improving our pathways, so that everyone has timely access to our emergency, elective, diagnostic and cancer services



With system partners; improve population health and patient experience and reduce per capita cost

Working with our system partners to deliver care together – putting the patient at the centre and designing our services around their needs



The Role

A Non-Executive Director is a member of the Trust Board and, together with other Board members, is responsible for the strategic leadership, direction, and development of the Trust. Board members share a corporate responsibility for the governance and performance of the Trust in meeting both strategic and operational objectives.

This particular role includes chairing the Board's Finance, Performance & Transformation Committee.

KEY ACCOUNTABILITIES AND RESPONSIBILITIES

- Commit to working to, and encouraging within the Trust, the highest standards of probity, integrity and governance and contribute to ensuring that the Trust's internal governance arrangements conform to best practice and statutory requirements.
- Behave in accordance with the Trust's values, and in furtherance of its mission, vision, and strategic goals.
- Ensure that the commitment to patient safety, experience, and outcomes is at the heart of the Trust's strategy, change programmes and improvement plans so that patients consistently receive high quality care that is commensurate with the Trust values.
- Provide independent judgement and advice on issues of strategy, vision, performance, resources, and standards of conduct and constructively challenge, influence and help the Executive Board develop proposals on such strategies.
- In accordance with agreed Board procedures, monitor the performance and conduct of management in meeting agreed goals and objectives and statutory responsibilities, including the preparation of annual reports and annual accounts and other statutory duties.
- Be assured that financial information is accurate and that financial controls and risk management systems are robust and fit for purpose.
- In respect of the Finance, Performance & Transformation Committee, to chair Committee meetings, liaise with relevant Executives and other members of the finance, performance and transformation teams as required, and provide assurance to the Board and Council of Governors on the work of the Committee.
- Take an active part in other Committees established by the Board of Directors to exercise delegated responsibility, such as the Audit Committee.
- Hold the Executive Team to account for the delivery of the Trust's strategy and the performance of the Trust.
- As a member of Board Committees, appoint, remove, support, encourage and where appropriate 'mentor' senior executives.
- Bring independent judgement and experience based on a senior Board and governance expertise to apply for the benefit of Trust, its stakeholders, and its wider community.
- Assist fellow directors in setting the Trust's strategic aims, ensuring that the necessary financial and human resources are in place for the Trust to meet its objectives, and that performance is effectively monitored and reviewed.
- Assist fellow directors in providing entrepreneurial leadership within a framework of prudent and effective controls, which enable risk to be assessed and managed.
- Assist fellow directors in setting the Trust's values and standards and ensure that its obligations to its stakeholders and the wider community are understood and fairly balanced at all times.
- Engage positively and collaboratively in Board discussion of agenda items and act as an ambassador for the Trust in engagement with stakeholders including the local community, dealing with the media when appropriate.
- Work collaboratively with the Council of Governors to enable them to fulfil their statutory role and represent the views of their members and stakeholders.
- Attend Council of Governors meetings and Governor Committee meetings as required by the Trust's Chair, Committee Chair, or Council of Governors.

Time commitment

Non-Executive Directors are expected to commit 3-4 days per month to Trust activities.

This includes attending meetings of the Council of Governors, Board, and committees, relevant to the role. Meeting attendance required for this specific role is as follows:

- **Council of Governors meetings** in public – second or third Thursday of every third month (beginning in March), 18:00-20:00, alternating between in person and virtual;
- **Trust Board meetings & seminars** – last Thursday of every month, full day, in person;
- **Finance, Performance & Transformation Committee** – fourth Tuesday of every month, 14:30-16:00, virtual;
- **Audit Committee** – second Friday of every other month (odd months), 9:00-11:00, virtual;

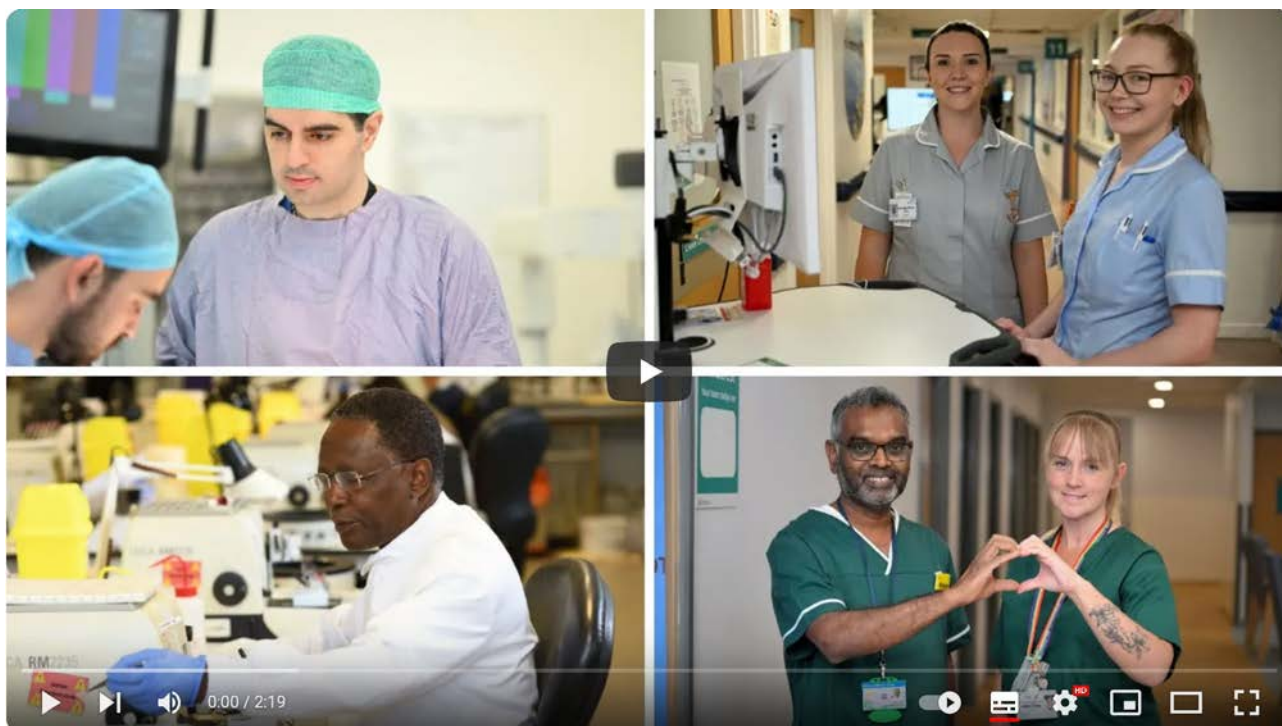
Remaining time will be spread across the month undertaking other activities, including reading meeting papers and wider information, agreeing agendas, proofing minutes, writing chair's summary reports to Board, and divisional/service visits.

Further reading

The following websites and documents will provide you with useful background into the NHS and the Trust:

- The Trust's **website** includes information such as business plans, annual reports and further information about services.
- The NHS England **website**, the regulator of healthcare providers.
- The Care Quality Commission **website**, the quality regulator for the health and social care sector.
- **The King's Fund** resources for understanding the NHS in England, particularly policy, finance and performance.

Video: Joining our Royal Surrey Family



Person Specification

Finance, Performance & Transformation Committee Chair

Essential criteria

- Membership of the Foundation Trust (see Trust [website](#) for membership qualification).
- Meet the Fit and Proper Person Regulations.
- Educated to degree level, or able to demonstrate an equivalent qualification or level of experience.
- Experience of operating at senior or Board-level within a large and/or complex public or private sector organisation.
- Experience in a senior management role, ideally with strategic and delivery experience of a broad range of communications disciplines.
- The capability to Chair the Finance, Performance & Transformation Committee of the Board, including a formal finance qualification
- Board-level understanding of financial information, be easily able to navigate and analyse complex data sets, and experience in operations and logistics.
- Good understanding of quality improvement and transformation methodology.
- This individual will most likely have worked at executive Board level and will bring experience and seniority of view to provide guidance on financial, performance, and transformation matters to the wider Board, and will provide challenge and support to Executives involved in these areas.
- The capacity to understand the needs of our local patient community, the roles and responsibilities of the Council of Governors, and the statutory and regulatory requirements, risk management, and Board assurance processes.
- The competencies required to be effective in this Board-level role:
 - The Seven Nolan Principles of public life – selflessness, integrity, objectivity, accountability, openness, honesty, and leadership;
 - Patient and community focus;
 - Strategic direction;
 - High level of commitment to providing quality service and care to service users, carers and the community and to tackling health inequalities;
 - The ability to think and plan ahead, balancing needs and constraints;
 - Holding to account, and ability to probe and challenge constructively;
 - Effective influencing, persuasion, and communication;
 - Team working and commitment to working as a team member;
 - Self-belief and drive;
 - The motivation to improve NHS performance and confidence to accept new challenges;
 - Intellectual flexibility;
 - The ability to think clearly and react creatively.

Fit and Proper Persons

All NHS Board members must be assessed as fit and proper persons against the [NHS leadership competency framework](#), and particularly the six competency domains:

- Driving high-quality and sustainable outcomes;
- Setting strategy and delivering long-term transformation;
- Promoting equality and inclusion, and reducing health and workforce inequalities;
- Providing robust governance and assurance;
- Creating a compassionate, just and positive culture;
- Building a trusted relationship with partners and communities.

How to Apply

The closing date for applications is **28 May 2024**.

For a confidential discussion please contact Rhiannon Smith or Jenny Adrian at our recruitment partners, Hunter Healthcare by email: jadrian@hunter-healthcare.com or phone: **07939 250362**.

All applications must quote the reference RSNED2024 and include:

- A **covering letter** explaining why the appointment interests you, how you meet the appointment criteria and what you specifically would bring to the post.
- A **Curriculum Vitae (CV)** with education and professional qualifications and full employment history. Please include daytime and evening telephone contact numbers and e-mail addresses. The CV should include names and contact details of three referees. References will not be taken without your permission.
- A completed **Diversity Monitoring Form** and **Fit and Proper Person Monitoring Form**.

Please note that the information you provide will be treated as confidential, and is for monitoring purposes only. It will not form part of the application process.

All applications should be sent to: applications@hunter-healthcare.com.

All applications will be acknowledged.

Key Dates:

Closing date	28 May 2024
Longlisting	3 June 2024
Shortlisting	14 June 2024
Stakeholder Sessions	26 June 2024
Interview Panel	2 July 2024



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Floor 2, Berkshire House
168-173 High Holborn, London WC1V 7AA

T: 020 7935 4570
E: enquiries@hunter-healthcare.com