



Royal National Orthopaedic Hospital

NHS Trust

One Non-Executive Director and one Associate Non-Executive Director

Candidate information pack
January 2025





We value and promote diversity and are committed to equality of opportunity for all and appointments made on merit. We believe that the best boards are those that reflect the communities they serve.

We particularly welcome applications from women, people from the local black and minority ethnic communities, and disabled people who we know are under-represented in chair and non-executive roles.

Our recruitment processes are conducted to ensure that appointments are made on merit after a fair and open process so that the best people, from the widest possible pool of candidates, are appointed.

About the Trust

The Royal National Orthopaedic Hospital NHS Trust is the largest orthopaedic hospital in the UK and a global leader in our field.

We provide a dynamic working environment where we support frontline staff to implement improvements so that we can realise our vision of being a world-leading neuro musculoskeletal (MSK) hospital providing the best patient care and staff experience in the NHS, delivering world-leading research, and offering a strong foundation of education, training and career progression.

Our dedicated staff come from diverse backgrounds, and our patients benefit from the wide range of experience they bring to the Trust. The RNOH brings unrivalled expertise together in one place allowing us to deliver some of the world's most complex and innovative care to our patients.

- Rated Good by the CQC
- Recognised in the Newsweek survey as the 12th best orthopaedic hospital in the world and the best in the UK
- Ranked in the top 11 of all healthcare providers in England for patient experience in the 2023 national inpatient survey.
- Amongst the best staff experience of any organisation in London as measured by the NHS staff survey
- Three sites, one in central London, a community MSK hub in Enfield and one in Stanmore – which has the Stanmore Building, a state-of-the-art inpatient facility
- With an exciting strategy, with a focus on innovation in the delivery of MSK healthcare, prevention and enabling patients to live longer lives with less disability



- Our Research and Innovation Centre works closely with our main academic partner, University College London
- Recognised as a centre of excellence, leading on national initiatives, such as the Getting It Right First Time (GIRFT) programme

Further major redevelopment is underway including the implementation of a state-of-the-art electronic health record.

This is a great time to join us and play a critical role in the next stage of RNOH's journey to achieving an outstanding CQC rating.

Our aim is to remain a world-leading orthopaedic hospital with the best patient care and staff experience in the NHS. To do this, we have four core values that underpin everything that we do.

We use our values to help ensure that we are always focused on the things that our staff and patients believe are most important:

- Patients first, always
- Excellence, in all we do
- Trust, honesty and respect, for each other
- Equality, for all

During 2023/24, RNOH provided specialist orthopaedic care to 15,255 Inpatients at the Stanmore site. Altogether, there were 149,042 outpatient attendances: 120,618 outpatient attendances at the Stanmore site, 28,105 outpatient attendances at the Bolsover street site, and 319 at other locations.

Patients from all four countries of the UK have received these high quality services from RNOH.

Our specialist services are commissioned by NHS England and commissioners from across London and the UK.

The Trust directly employs 1,837 people with hundreds more employed by partners supporting its work. It provides services on three sites; the Stanmore Hospital site which is a 193 bed hospital with capacity for 16 intensive care patients and is set in 112 acres of land in the London Borough of Harrow, the Bolsover Street site which attends to outpatient cases only and is located in central London, and the Musculoskeletal community hub, which is located in Enfield.

The RNOH is a member of the North Central London Integrated Care System and works with its partners to deliver the requirements set out in the NHS Long Term Plan. We have a collective commitment to deliver changes that will improve the health and well-being of patients and its residents.

Key challenges

RNOH's key challenge is the health burden that MSK ill-health causes the population of North Central London.

This is a global issue, and the WHO estimates that approximately 1.71 billion people worldwide live with MSK-related conditions – something which will only continue to grow as the population both grows and ages.

The Trust continues to place such a big priority and emphasis on achieving the best staff experience working at RNOH and we are proud that our staff rate the RNOH as one of the best places to work in the NHS.

The long term outlook for financial sustainability remains challenging. However, progress is being made on growing non-NHS clinical activity income contributions to support NHS services and agreeing national tariff adjustments to reflect properly the complexity of the RNOH case mix.

Other key challenges include: some risks to achieving the redevelopment of the full site and to ensuring that all our patients receive services in a modern environment; and ensuring the sustainability of sub-scale specialism including paediatrics and several highly specialist services that are provided by small numbers of consultants.



Our Strategy

The Trust's strategy consists of four pillars:

GROWTH

in tertiary, first contact, secondary care, private practice and academic programmes

- Growth in tertiary services so that 30% of national activity is undertaken at the RNOH (RNOH Stanmore/RNOH Kids)
- Growth in private practice, from £5m to £30m per year turnover and reinvest back into our core (RNOH Private Care)
- Establish and grow first contact and secondary care MSK services in London and nationally (RNOH Local)
- Boost our academic programmes and drive innovation in orthopaedic service delivery (RNOH Innovation)

EFFICIENCY

reference cost index reduced to 115

- Deliver top decile performance in length of stay and theatre efficiency
- Achieve efficiency and improved service resilience through a shared service model for corporate and clinical support services
- Improve our social value impact – both sustainability and community

PEOPLE

achieving the best staff/patient experience of any provider nationally

- Achieve the best staff experience of any provider nationally – evolving our culture as we grow
- Recruit and develop a diverse talent pool
- Deliver a step change in our workforce development programme
- Achieve the best patient experience of any provider nationally

ENABLERS

working collaboratively across the local and national system

- Partnerships – Clinical e.g. RFL London/GOSH/NOA (GIRFT), the RNOH charity
- Infrastructure – Digital (e.g. EPR) and Estates
- Specialist commissioning
- System leadership for MSK – system access/system wide PTLs, pathway enablers

Flexion
2.5°

Our Values

PATIENTS FIRST

- We are courteous and welcoming
- We make people feel valued and show we care
- We are open to improving the way we work
- We are positively involved in our work

TRUST, HONESTY AND RESPECT

- We treat each other the same as we treat our patients
- We value our colleagues
- We work as one team and are supportive of each other
- We find ways to manage our stress



EQUALITY

- We are respectful of others
- We are always fair
- We are consistent in how we deal with people
- We are flexible and adaptable

EXCELLENCE

- We celebrate success
- We encourage others to reach their potential
- We deliver quality
- We hold ourselves to the highest standards

Research and Development

TURNING IDEAS INTO IMPROVEMENTS IN PATIENT CARE

Our research is focused on musculoskeletal as well as neuro-musculoskeletal conditions, rehabilitation, and peripheral nerve injury repair, sarcoma detection and surgical treatments and much more.

We aim to deliver research supportive environment for multidisciplinary clinical research relevant to our patient needs.

Our work is delivered in partnership with academic as well as commercial institutions.

Clinicians work closely with scientists as well as administrators to deliver:

- Over 60 on-going research projects
- Recruit over 1000 patients into our research projects
- Provide opportunities for our patients to get involved



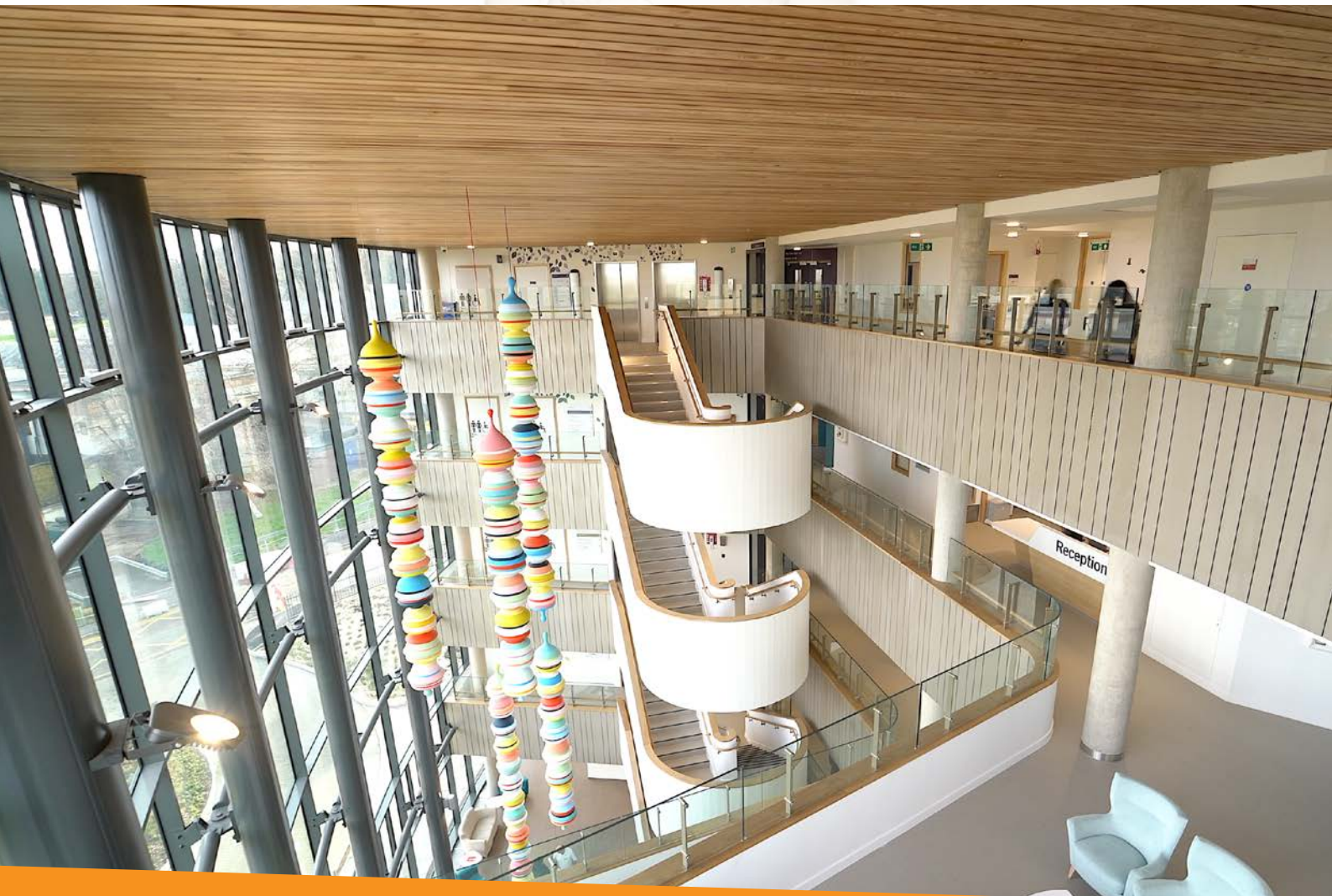
Key Development Projects

In 2018 the Stanmore Building was opened, fusing the latest architectural design and health technology with contemporary art to provide a stunning environment for patients and staff.

In 2021 the Trust refurbished one of its existing wards to create a Surgical Admission and Pain Procedure Unit that has provided a more efficient and smooth admissions and access process to theatres which has improved the experience for patients and staff.

During 2022 the Trust obtained approval for the development of a modular theatre complex. Patients began being treated in the new theatres in October 2023.

In the longer term, the Trust continues to seek funding to redevelop the whole of the Stanmore site through a programme of phased redevelopments.



London Leadership Values

CORE VALUES

Our core values right now are:

- **Courage**, passion and decisiveness
- **Compassion** (which we define as being open, fair, generous, enabling and responsive)
- **Integrity** (behaving with consistency and doing what we say)

ASPIRATIONAL VALUES

Over the next 12 months we would also like to demonstrate that we are:

- Consistently hard on the problems but **generous** with people
- This will mean we are supportive and selfless and show respect to one another in public and in private
- Effortlessly **inclusive**

ACCIDENTAL VALUES AND BEHAVIOURS

The most common or most destructive accidental behaviours/values that we see in the system right now and which we would like to eradicate include:

- Putting institutions and staff ahead of patients and citizens
- Using power to obstruct or for 'gaming', point scoring, personal attacks and bullying
- Using information and knowledge as a 'bargaining chip' or to shame colleagues instead of sharing information openly and creating opportunities to learn
- Failing to be open and honest and not saying things 'in the room'
- Learned helplessness and 'playing safe'
- Permission to play values

Alongside honesty and integrity, we expect leaders in the London NHS to be:

- Working collaboratively
- Taking accountability for the mandate



Role description

The Board sets the Trust's vision, values and strategic direction and ensures there is sufficient management capacity and capability to deliver the objectives of the organisation.

It also holds the organisation to account and monitors performance, keeping patient safety central to its operation. It ensures that public funds are used efficiently and effectively for the benefit of people using our services, the public and other stakeholders.

Led by an independent Chair, the executive and non-executive members are collectively responsible for the Board's decisions and the Trust's performance and will constructively advise each other in the development of proposals on strategy, priorities, investments, risk mitigation and standards.

The executive directors are responsible for the day to day operational management of the Trust and non-executive directors do not have executive powers.

The Board is comprised of executive and non-executive directors with different skills, knowledge and expertise from both within and outside of the NHS and the current skills portfolio includes healthcare management, research, accountancy, legal, social care and management consultancy.

The Board has established committees to help it scrutinise its work in quality, safety and clinical performance, finance and investment and workforce. It also has two statutory committees covering audit and remuneration. All are chaired by non-executive directors.

Trust Board meetings are held in public unless there is confidential or sensitive information which require discussions to take place in private. Representatives from the directorates and the Senior Management Team are often invited to attend Board meetings to help inform debate as subject matter experts. At the start of each Board meeting a person who has used services, a carer or a member of staff will share their story about using services or their experience of working in the organisation.

To maintain a focus on quality and experience, a Board visit programme is in place to ensure that all members of the Board have regular opportunities to visit services to meet people using services, carers and staff and talk about their experiences of health, care and treatment at the Trust.

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 people using services 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

Person specification

ESSENTIAL CRITERIA

You will need to have a genuine commitment to patients and the promotion of excellent health care services.

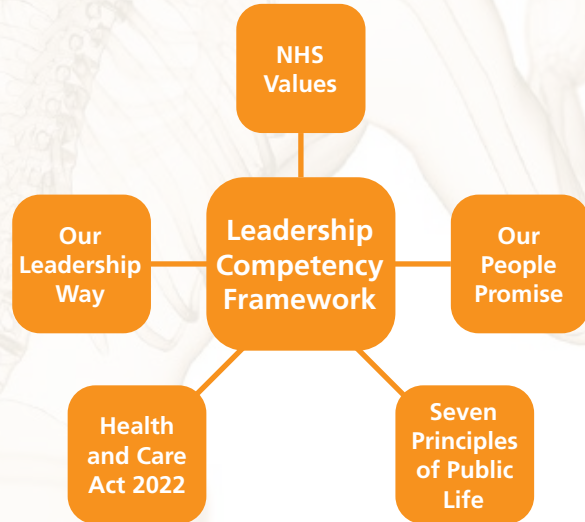
The Associate NED will have a clinical background.

The NED will ideally have estates planning and infrastructure experience. The NED will also chair the People Committee and be a member of the Remuneration Committee so previous NED experience will be a benefit.

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

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
<ul style="list-style-type: none"> Building a trusted relationship with partners and communities 	<ul style="list-style-type: none"> Creating a compassionate, just and positive culture
Respect and dignity	Improving lives
<ul style="list-style-type: none"> Promoting equality and inclusion and reducing health and workforce inequalities 	<ul style="list-style-type: none"> Setting strategy and delivering long term transformation Driving high quality sustainable outcomes
Commitment to quality of care	Everyone counts
<ul style="list-style-type: none"> Driving high quality and sustainable outcomes Setting strategy and delivering long term transformation 	<ul style="list-style-type: none"> 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.

SETTING STRATEGY AND DELIVERING LONG-TERM TRANSFORMATION

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

PROMOTING EQUALITY AND INCLUSION, AND REDUCING HEALTH AND WORKFORCE INEQUALITIES

The importance of continually reviewing plans and strategies to ensure their delivery leads to improved services and outcomes for all communities, narrows health and workforce inequalities, and promotes inclusion at the same time as tackling discrimination in the pursuit to be an anti-racist organisation..

PROVIDING ROBUST GOVERNANCE AND ASSURANCE

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

CREATING A COMPASSIONATE, JUST AND POSITIVE CULTURE

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

BUILDING A TRUSTED RELATIONSHIP WITH PARTNERS AND COMMUNITIES

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

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

- Applicants should live in or have strong connections with the area served by the trust
- On average this role will require the equivalent to two to three days a month, however the time commitment may vary and a flexible approach should be taken
- The remuneration payable for this role is £13,000 (standard rate for all NEDs) per annum

Given the significant public profile and responsibility members of NHS Boards hold, it is vital that those appointed inspire confidence of the public, patients and NHS staff at all times. NHS England and the Trust make a number of specific background checks to ensure that those we appoint are “fit and proper” people to hold these important roles. More information can be found on our [website](#).

Appendix 1:

Values and concepts from NHS Leadership Competency Framework

OUR PEOPLE PROMISE:

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

NHS VALUES

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

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

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

SEVEN PRINCIPLES OF PUBLIC LIFE

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

Appendix 2: More information

Follow the links for more information about:

- **Support to prepare candidates to apply for a non-executive vacancy including:**
 - Building your application
 - Sources of information and useful reading
 - Eligibility and disqualification criteria
 - Terms and conditions of Chair and non-executive director appointments
 - How we will handle your application and information
- **View all current chair and non-executive vacancies**
- **Sign up to receive email alerts on the latest vacancies**
- **Contact details for the Non-executive Appointments Team**

NHS England respects your privacy and is committed to protecting your personal data. We will only use personal data where we have your consent or where we need to comply with a legal or statutory obligation.

It is important that you read **this information** together with our **privacy notice** so that you are fully aware of how and why we are using your data.

For information about what it is like to work at RNOH and to hear from RNOH staff visit the dedicated jobs **website**.

For information about the Trust, such as business plans, annual reports, and services, visit the **website**.



Appendix 3: How to apply

- Hunter Healthcare are helping us to identify potential candidates. If you would like a confidential discussion about the estates role please contact Sam Cresswell at scresswell@hunter-healthcare.com or 07562 650935, or for the clinical role, please contact Jackson Wilson at jwilson@hunter-healthcare.com or 07432 414998
- NHS England – for general enquiries contact Helen Barlow by email helen.barlow2@nhs.net

KEY DATES

- Closing date for receipt of applications: 17 February 2025.
- Please forward your completed application to england.chairsandneds@nhs.net quoting reference number **L3283**
- Shortlisting meeting: 19 February 2025
- Interviews and stakeholder sessions: TBC

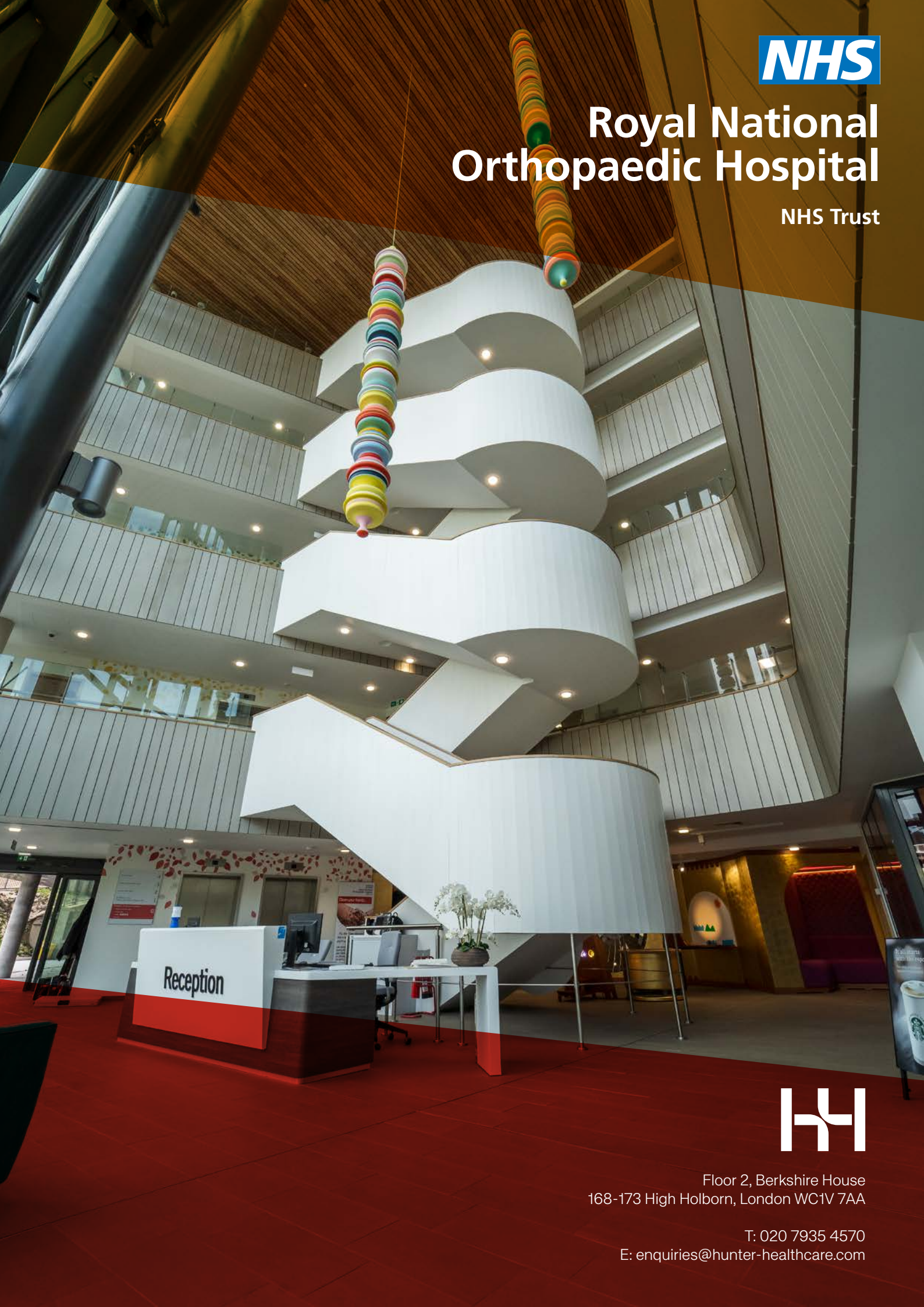
If you wish to be considered for this role please provide:

- a CV that includes your address and contact details, highlighting and explaining any gaps in your employment history
- a supporting statement that highlights your motivation for applying and your understanding of the NHS and the role. You should outline your personal responsibility and achievement within previous roles and how your experience matches the person specification
- the names, positions, organisations and contact details for three referees. Your referees should be individuals in a line management capacity, and cover your most recent employer, any regulated health or social care activity or where roles involved children or vulnerable adults. Your references may be taken prior to interview and may be shared with the selection panel
- please download and complete the **monitoring information form** and return with your application
- tell us about any dates when you will not be available



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NHS Trust



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