

Welcome from the Interim Chief Executive

Hello, and thank you for your interest in becoming Chief Nursing Officer at Ashford and St Peter's Hospitals NHS Foundation Trust (ASPH). We are seeking a Chief Nursing Officer to help us deliver our mission of ensuring the provision of high-quality, sustainable healthcare services to the community we serve across North West Surrey and beyond.

These opportunities come at a time when we are due to publish our first Clinical Strategy which will set out our commitments for the next five years for patients, staff and the organisation. We are also near completion of two key developments that will benefit our patients in North West Surrey and across the wider Surrey Heartlands health and care system.

A new dedicated centre of surgical excellence at Ashford Hospital and a Community Diagnostic Centre at Woking Community Hospital will bring great benefits for our patients. They will help to reduce waiting times for diagnostic and planned surgical procedures, in line with national ambitions.

Our Trust vision is to provide an outstanding experience and the best outcomes for patients and the team. As a full member of the Trust Board, the post-holder will provide clinical and Board leadership in the development of Nursing, Midwifery and AHP standards and practice that personifies excellence in the delivery of care. The post-holder will ensure that patients, their relatives and carers have a positive experience when accessing and receiving care/services

from this Trust. Our future Chief Nursing Officer will be a role model to our workforce and will play a key role in creating a culture that promotes inclusion, equity and development. They will be committed to providing outstanding experience for our patients and creating an environment that supports staff and their well-being. The Chief Nursing Officer will be dedicated to ensuring that ASPH is an outstanding place to work, and that patient and staff experience and outcomes are at the forefront of all strategic development and improvement.

If you are enthusiastic and passionate about the challenges this opportunity offers and believe that you have the experience and ambition to play a key role in delivering our vision, values, and strategic objectives, then we would welcome an application from you. We are keen to hear from female, global majority candidates, or those with lived experience of a disability, to strengthen the diversity of our Board so that it is representative of our team and the local population we serve.

For an informal conversation about the post, please contact **Finn McNulty** at Hunter Healthcare on 07966 006091 or by **email**. We look forward to hearing from you.

Yours sincerely,

Katie Fisher
Interim Chief Executive

Ashford and St Peter's Hospitals NHS Foundation Trust

About Us

Ashford and St Peter's Hospitals NHS Foundation Trust (ASPH) is the largest provider of acute hospital services to Surrey residents, serving a population of 410,000 people living in the boroughs of Runnymede, Spelthorne, Woking and parts of Elmbridge, Hounslow, Surrey Heath and beyond.

The Trust employs around 4,600 individual members of staff. The funding regime for NHS services continues to be tightened at both the Trust and system levels. Consequently, our turnover increased only marginally to £429m in 2022/23 from £425m in 2021/22.

The Trust provides the majority of its services from St Peter's Hospital, Ashford Hospital and Woking Community Hospital in North West Surrey. ASPH provides a full range of acute hospital services and some specialist services (such as neonatal intensive care (NICU) and cardiovascular services) to a population of up to one million people in central and eastern Surrey.

Ashford Hospital is located in Ashford, Surrey. The main centres of population served by the hospital are Ashford, Staines, Sunbury, Shepperton, Feltham, Hanworth, Bedfont, Hampton, Teddington, Wraysbury and Heathrow Airport. Services provided on this site

Chief Nursing Officer



include a wide range of medical and mainly day surgical services, outpatient services, ophthalmology and the Ashford Health Centre and Rapid Access Centre.

St Peter's Hospital is located in Chertsey, Surrey. The main centres of population served by the hospital are Woking, Weybridge, Chertsey, Staines and Walton on Thames. Patients with more complex medical and surgical care and emergency services are treated at St Peter's Hospital.

Woking Community Hospital is located in Woking, Surrey. We run a number of outpatient services, including physiotherapy, from this site as well as inpatient neuro-rehabilitation services. We are currently developing a community diagnostic centre.



The Trust in numbers



TREATED

42,014

EMERGENCY
ADMISSIONS



BEDS

575

ACROSS TWO SITES



DELIVERED

3,213

BABIES



ADMITTED

37,948

PEOPLE FOR PLANNED
INPATIENT AND DAY
CASE TREATMENT



TREATED

453,962

PATIENTS IN OUR
OUTPATIENT CLINICS



POPULATION SERVED

410,000



PATIENTS

95,925

SEEN IN VIRTUAL
OUTPATIENT CLINICS



TURNOVER

£429m

ANNUALLY



SEEN

118,922

PEOPLE IN OUR A&E
DEPARTMENT



STAFF

4,400

Vision, Mission & Strategy

Our Vision

'To provide an outstanding experience and outcome for patients and the team' – is an aspirational description of how we want every patient and team member to feel about the care and treatment received and the environment and support given to colleagues.

Our Mission

To enable the vision and aims, we need **'To ensure the provision of high quality, sustainable healthcare services to the community we serve'**.

Our Strategy

Our Strategy Refresh 2022-25: Together We Care sets a three-year timeframe although we expect to reflect and update this every year through our annual business planning cycle.

Our Values

Our **Values** provide us with the behaviours we respect and can commit to, and by living our values through our everyday interactions, we can build a stronger, more resilient, and forward-thinking organisation, guiding us to achieve success and make a positive impact on how we deliver our services.



Equality, Diversity & Inclusion

At Ashford and St. Peter's Hospitals, equality and diversity are integral to our commitment to delivering exceptional healthcare services. We strive to create an inclusive environment where all individuals, regardless of background, feel valued, respected, and empowered. Our Trust recognises the importance of promoting equality and eliminating discrimination in all aspects of our operations, from recruitment and employment practices to patient care and service delivery. We are dedicated to upholding the principles of fairness, justice, and equity, ensuring that every member of our diverse community receives the highest standard of care and support.

We work tirelessly to address disparities and promote inclusivity within our organisation. We actively engage with staff, patients, and stakeholders to understand their needs and experiences, and we implement targeted initiatives to promote diversity, foster cultural competence, and enhance accessibility. By embracing and celebrating the richness of our diverse workforce and patient population, we aim to create a healthcare environment where everyone feels valued, heard, and respected, ultimately leading to better health outcomes and improved experiences for all.

All colleagues and applicants will be considered on their merits and will not be discriminated against irrespective of gender, marital status, sexual orientation, social class, race, ethnic origin, colour, nationality, national origin, religion, disability, age, or gender re-assignment or be disadvantaged by working conditions or requirements which are not relevant to performance.

Chief Nursing Officer



Further information

Should you require any further information about ASPH, our hosted services or the localities we serve, please follow the links below:

- 2023 staff survey results:
www.nhsstaffsurveys.com/results/local-results/
- Annual Report 2022/23:
www.ashfordstpeters.nhs.uk/annual-accounts/7-annual-report-and-accounts
- CQC report:
www.cqc.org.uk/provider/RTK
- Equality Diversity and Inclusion:
www.ashfordstpeters.nhs.uk/about-us/equality-and-diversity
- Leadership Teams and Structures:
www.ashfordstpeters.nhs.uk/meet-the-directors
- Our services:
www.ashfordstpeters.nhs.uk/about-us/our-services
- Our career website:
www.ashfordstpeters.nhs.uk/jointheteam/our-vacancies
- Emergency Services:
www.ashfordstpeters.nhs.uk/accident-and-emergency



Job Description

Job Title:	Chief Nursing Officer
Division:	Trust Board
Work Location:	All sites
Responsible to:	Chief Executive
Accountable to:	Chief Executive
Responsible for:	Highest Quality Nursing and Midwifery and AHP standards and professional leadership. Patient experience, safety and outcomes
Grade:	Senior Manager – six figure salary to be agreed at offer. Remuneration is reviewed annually thereafter by the Remuneration Committee
Hours:	As necessary for effective discharge of duties

Job Summary

As a full member of the Trust Board, the post-holder provides clinical and Board leadership in the development of Nursing, Midwifery and Allied Health Professional standards and practice that personifies excellence in the delivery of care. The post-holder ensures that patients, their relatives and carers have a positive experience when accessing and receiving care/services from this Trust, and that this is at the forefront of all strategic development and improvement.

The post-holder fully integrates with other Board members and their directorates particularly in relation to aligning future spending and investment in line with strategic plans and converting strategic aims in to operational activities.

Chief Nursing Officer



Overview of Responsibilities

The post holder is responsible for defining and implementing the organisation structure most appropriate for delivery of the objectives.

Key Result Areas

- As a full member of the Board, to direct the Board through active contribution and consideration of strategic and operational challenges from the perspective of Quality, Patient care, standards of service and innovation and changing opportunities. Ensure that the Board is continually exposed to challenge and experience that is delivered in a constructive and supportive manner aimed at achieving the overall aims of the Trust, its patients, employees and broader stakeholders. The role of Patient champion is specifically relevant to this post.
- Lead and empower excellence in the delivery of high-quality patient centred care and services that support the development and implementation of the Trust's Together We Care Strategy.
- Ensure development/maintenance of systems to assure the Board that all external and internal standards and regulatory requirements in relation to the quality of care and governance are robust.
- Lead the development and implementation of the Trust's strategies for Nursing, Midwifery and Allied Health Professionals.
- With the Medical Director and the Deputy Medical Directors, provide strong, visible, and professional leadership to all associated clinical staff within the Trust, and in partner organisations wherever possible, fostering a culture which values continuous quality and professional development.
- Provide collaborative leadership and organisational management to the Trust Quality Team and support the deepening approach to the integration of quality orientated functions across the organisation.
- Engage with and represent the Trust as required with the Surrey Heartlands Sustainability and Transformation Plan and Transformation Board and Provider Collaborative work.
- Build positive relationships with Integrated Care Board, Integrated Care System, Northwest Surrey Alliance Place Based teams, Primary Care, local provider organisations and other providers of care to maintain and enhance positive relationships and integrated working.
- Promote equality and diversity including dignity, respect and care for patients to enable potentially disadvantaged groups to access appropriate health care provision and to enhance the Trust's image both locally and nationally.
- Ensure the maintenance of professional standards of care within the relevant codes of Professional Practice and that the Trust carries out its responsibilities to the Midwifery Supervisory Authority.
- Provide cross Divisional leadership to ensure that the Trust's Strategic Objectives and effective deployment of relevant resources is achieved.
- Provide expert professional advice in respect of pre and post registration education commissioning in support of workforce plans and service developments.
- To represent the Trust at regional and national levels on professional nursing, midwifery, AHP and corporate issues, developing partnerships, sharing best practice and integrating this knowledge within the Trust.

- Ensure that the Trust meets its responsibilities to provide clinical experience and mentor support for pre and post registration education and commissioning of all healthcare professions.
- With the Chief People Officer, develop links with the providers of education and other professional bodies to ensure that there is appropriate correlation between service and training needs.
- Ensure that nurses and midwives and therapists are actively involved in audit, research and Clinical Governance activity.
- Ensure that Clinical Governance is embedded within everyday practice of all associated clinical professionals.
- To lead the nursing, research and audit programmes ensuring that practice is safe, effective and equitable.
- Act as the lead Executive Director for the Trust's Strategy for Patient and Public Involvement, and for the Healing Arts programme.
- Advise on matters of clinical risk and non-medical professional performance in line with statutory duties and national professional regulatory guidance.
- Demonstrate and exemplify positive behaviours and attitudes which will support co-operative and partnership working across the local health system and deliver the Board's vision for high quality, modern, joined up services
- Support the delivery of People related processes (Performance Management, Career planning etc.) for all employees and report back through to the Board on the delivery of these processes on an ongoing basis to ensure that all employees have a fair and consistent employee experience across the Trust.
- Be the Executive Director lead for Maternity and Neonatal Services.
- Be the Executive Director lead for Child and Adult Safeguarding.
- Be the Executive Director lead for the delivery of CQUINS across the organization
- Role model and promote a healthy, safety conscious culture that encourages and supports openness and the reporting of concerns.
- Take part in the Director on Call rota for the Trust.
- The post holder must be aware of the responsibilities placed on them under the Health and Safety at work Act (1974) and associated legislation, to maintain a safe working environment for both staff and visitors, to observe obligations under organisational and departmental Health and Safety policies, maintaining awareness of safe practices and assessment of risk.

Person Specification

AM = Assessment Method: A = Assessment; I = Interview; AF = Application Form

AM

ATTITUDE, BEHAVIOUR AND VALUES	
Essential	
<ul style="list-style-type: none"> • Always puts patients first • Leads by example • Willing and able to take personal responsibility • Demonstrates passion for excellence • Seeks out and takes opportunities for improving the service offered • Takes pride in their work and their team • Flexible in their attitudes and behaviours to support team working and delivery of objectives • Respects, values and cares for others • Supports learning and development of self and others • Supports and promotes equality and diversity • Provides constructive challenge • Demonstrates effective and inspirational leadership qualities 	A/I
QUALIFICATIONS AND FURTHER TRAINING	
Essential	
<ul style="list-style-type: none"> • Current Registered Nursing qualification • Masters' degree, or equivalent experience and demonstrable learning 	AF

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KEY EXPERIENCE	
Essential	
<ul style="list-style-type: none"> • Substantial experience as a senior manager or deputy director in a large and complex organisation • Overcoming challenges from a Nursing Quality, Patient care, standards of service and innovation perspective • Fostering a culture of continuous improvement and delivery excellence • Developing and implementing service improvement strategies • Developing and maintaining assurance systems to maintain standards • Embedding clinical governance within everyday practice of all clinical professionals • Providing strong, visible and professional leadership across professional boundaries • Leading and managing successful change • Experience of working and being successful across organisational boundaries • Evidence of maintenance of clinical practice • Demonstrated collaborative working style and team engagement 	AF/I
Desirable	
<ul style="list-style-type: none"> • Previous experience as an Executive Director • Formal coaching and/or mentoring 	

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KEY KNOWLEDGE	
Essential	
<ul style="list-style-type: none"> • Understands education commissioning and how it supports workforce plans and service developments • Understands statutory duties and national professional regulatory guidance on clinical risk and non-medical professional performance • NHS Patient and Public Involvement • Up to date knowledge of NHS agenda and nursing and midwifery issues • Understands current national policy context • Understands current commissioning context 	AF/I
CORE COMPETENCIES	
Essential	
<ul style="list-style-type: none"> • Commercial awareness and understanding of healthcare environment and entrepreneurial opportunities for Nursing & Midwifery • Numeracy, literacy and communication skills • Leadership – empathy to patients and staff • Political acumen • Creative problem solving • Continual self-improvement • Personal integrity • Governance of a Foundation Trust 	A/I

Competencies

The successful candidate will be required to meet the six leadership competency domains which reflect the NHS values as set out in NHS England's Leadership Competency Framework 2024:

Competency domain	
Driving high-quality and sustainable outcomes	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> 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

How to apply

Important information

Fit and Proper Persons Test

NHS England has developed a Fit and Proper Person Test (FPPT) Framework in response to recommendations made by Tom Kark KC in his 2019 review of the FPPT (the Kark Review).

We must be able to provide evidence that appropriate systems and processes are in place to ensure that all new and existing chairs and non-executive directors are, and continue to be, fit for purpose and that none off the criteria of 'unfitness' set out in the regulations apply.

For further information and eligibility and criteria to be assessed as part of the Fit and Proper Person Test, please review [here](#).

Criteria for Disqualification

The following may not become or continue as a member of the Board of Directors, a person who/whose:

- Has been adjudged bankrupt or whose estate has been sequestrated and (in either case) has not been discharged.
- A moratorium period under a debt relief order applies (under Part 7A of the Insolvency Act 1986).
- Has made a composition or arrangement with, or granted a trust deed for, their creditors and has not been discharged in respect of it.

The closing date for applications is **31 July 2024**.

Applications should be made by submitting:

- A full and up-to-date CV, which includes your contact details and email address.
- A personal statement of no more than one side of A4, which should explain why you are interested in applying for the role and what you believe you will be bringing to it.
- Contact details for three referees (who will not be contacted without your permission).
- A completed [Diversity Monitoring Form](#) and [Fit and Proper Person Monitoring Form](#).

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

For an informal conversation about the post, please contact **Finn McNulty** at Hunter Healthcare on 07966 006091 or by [email](#).

Key Dates:

Application Deadline	31 July 2024
Longlisting/Shortlisting	w/c 5 August 2024
Interviews	21 August 2024



Ashford and St. Peter's Hospitals
NHS Foundation Trust



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