

One + all | we care

# Hello, we are Royal Cornwall



## Chief Executive Recruitment Information Pack December 2018



# Welcome to Royal Cornwall Hospitals NHS Trust

Dear colleague

Thank you for the interest that you have shown in becoming our Chief Executive. This pivotal role will lead our colleagues and our business through significant change over the next few years, so that we can provide world-class and outstanding care for our patients. We are already on our journey to improvement and have made some great strides in the care we give our patients and in how we care for and develop our colleagues.

We'll make no bones about it, this role will be challenging and we have struggled with financial and leadership stability over the last few years. This isn't for the faint-hearted and not everybody will be capable of making such fundamental change happen and happen at pace. We have a significant culture change to make.

The Royal Cornwall Hospitals NHS Trust is the main provider of acute and specialist care services in Cornwall and the Isles of Scilly. It serves a population of around 450,000 people, a figure that can almost double with visitors during the busiest times of the year. We employ over 5,000 staff and have a budget of around £420 million.

The Trust has teaching hospital status and works in partnership with the University of Exeter Medical School and the University of Plymouth Faculty of Health and Social Work. The Trust is continuously developing its clinical services and is committed to maximising the range of specialist care that can be offered locally. The Trust has an established and growing reputation for research and innovation. Over the past ten years we have made many important service and environmental improvements but we do not under estimate how far we have yet to travel.

In October 2017, the Care Quality Commission rated the Trust overall as 'Inadequate' after a period of unsatisfactory progress and the time is therefore right to have already establish a sustainable and structured approach to quality and safety through a Trust Improvement Programme.

The Trust is a key partner in an emerging Integrated Care Partnership and has an important role to play in leading system change. Our Chief Executive with our Chair and other leaders will bring great influence to bear on the success of integrated service delivery which makes sense to our citizens.

The most important people to help us achieve our goals are our colleagues who deserve a strong and charismatic Chief Executive to lead them on their journey. If that's you, we'll be delighted for you to let us know more.

Sincerely yours

Dr Mairi McLean, Acting Chair



# Our vision, values and purpose

The Trust has set its vision as 'Working together to provide outstanding care' to reflect our ambition and principles with a set of core values developed through engagement with our colleagues. Our values are:

➤ **Care + Compassion**

We see the person in every patient, communicating with honesty and compassion. We listen and act on feedback to ensure outstanding care.

➤ **Inspiration + Innovation**

We welcome new ideas and use our initiative to solve problems together. We value learning and research to improve services.

➤ **Working Together**

We work to create a positive team spirit, recognise achievements and celebrate success. We are open, inclusive and want to continually improve.

➤ **Pride + Achievement**

We take pride in our work and always go the extra mile. We lead by example and ensure quality is at the heart of all we do.

➤ **Trust + Respect**

We respect and consider other people's views and feelings. We seek consensus and respond to situations professionally and calmly.



# Our strategic aims and priorities

To help achieve the Trust's vision and required national standards we have developed a set of strategic aims and priorities summarised below. These have been developed with our colleagues based on our ambitions and challenges, as well as reflecting on the views of our regulators, partners and the community of Cornwall we serve.

## Our Vision - 'Working together to provide outstanding care'

### Our strategic aims:

#### Quality

Provide  
Compassionate, safe,  
effective care

#### People

Attract, develop and  
retain excellent staff

#### Partnership

Offer, integrated care,  
as close to home  
as possible

#### Resources

Make the best use of all  
of our resources

### Our priorities 2017-2019:

- ▶ Improve patient experience and outcomes by reducing waits in ED and maximising our elective capacity
- ▶ Keep our patients safe, focus on a reduction in falls and pressure ulcers
- ▶ Deliver our CQC action plan to achieve national quality standards
- ▶ Listen and respond to our patients to inform how we improve our services.

- ▶ Ensure our staff have the right skills & experience to provide effective care.
- ▶ Make RCHT an employer of choice by listening and acting on staff feedback.
- ▶ Create a learning environment where staff reach their full potential every day.
- ▶ Improve patient outcomes by empowering our clinical leaders to design effective services.

Through 'Shaping our Future' we will form an accountable care system to;

- ▶ Eliminate organisational barriers
- ▶ Enable our citizens to live healthier lives and maximise independence
- ▶ Offer urgent, community and social care which meets the needs of our citizens
- ▶ Expand our Research and innovation opportunities in order to improve patient care.

- ▶ To be a financially stable organisation
- ▶ Increase funds available for patient care by reducing overhead costs across the Trust and health system
- ▶ Transform services to increase quality and reduce inefficiency and waste
- ▶ Invest to improve our equipment, IT systems and infrastructure.

### In our 2017/19 Operational Plan we said that of particular importance were:

- ▶ Delivering core standards for emergency and elective care, in particular the availability of care and support to reduce delays.
- ▶ Improving the safety and responsiveness of our services – as reflected in the findings of the CQC inspection in 2016 and subsequent revisit in January 2017.
- ▶ Working with partners to develop and implement the Sustainability and Transformation Plan, 'Shaping our Future'.
- ▶ Adopting a transformation programme to achieve quality and financial goals, consistent with Shaping our Future.

[Click for the Trust Improvement Programme](#)

[Link to 2017/18 Annual Report & Accounts](#)



## The role in a nutshell

The Chief Executive role is the Accountable Officer who is expected to lead and manage the development of the Trust to provide a high quality and consistently safe, patient-centred service. The successful candidate will take executive responsibility for all aspects of the performance of the Trust. It's a given that the job holder is also expected to show outstanding and inspirational leadership to all of our colleagues so that we are able to operate in an efficient yet effective manner.

The role requires a brilliant and capable leader who can lead our colleagues through the largest and most important set of changes that we have undertaken. We have made many improvements in a relatively short time, but there is no opportunity for us to step-back. In short, our colleagues deserve a great place to work and our patients deserve great care – it will be your role to deliver both.

You'll need to be both adept and comfortable at managing and influencing our key stakeholders including all health and social care organisations within the Cornwall STP, Non-Executive Directors and Patient Experience representatives to name but a few.



You'll need to be flexible, able to communicate effectively, have limitless amounts of courage, tenacity and patience and the great combination of humility and presence. It goes without saying that the responsibility that comes with this role is huge, but so are the rewards.

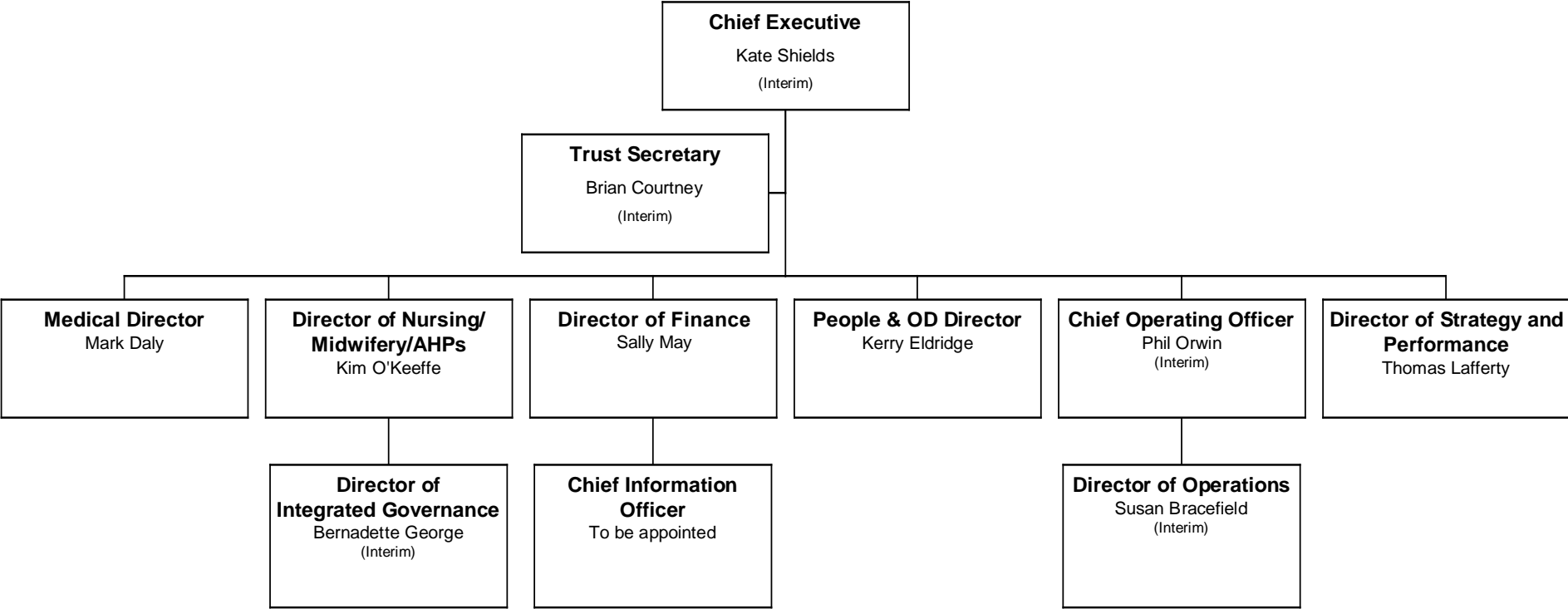
You'll be responsible for an executive team comprising, Director of Finance, Director of Nursing/Midwifery & AHPs, Medical Director, People & OD Director, Director of Strategy & Performance and the Chief Operating Officer. You'll be accountable to the Board of Directors through a principal reporting relationship with the Trust Chair.

A full job description is included in this pack.



# Our structure

We've included here our top-level organisation structure. We are in the process of realigning our current four divisional structure to seven care groups. This will provide for a more robust service delivery and greater accountability which will ultimately provide a better standard of care for our patients. This programme is still undergoing consultation.



## We'd love to hear from you

To have a confidential discussion about this role, contact Kerry Eldridge, People & OD Director on: 01872 252263

To apply for this post, log on to NHS Jobs and search for this post or alternatively click [here](#) to go straight to the advertisement and apply through our website.

You'll need to complete the application form in full and upload your current and full CV detailing your career and achievements to date. We'd also like you to submit a supporting statement that clearly demonstrates why you are the right person for this role. Just make sure your statement is no more than two pages.

It is a condition of appointment that the successful candidate will be required to complete and pass a Fit and Proper Persons Test. Further detail on the test and the standards are available by clicking [here](#) or by searching for 'Fit and Proper Persons Test' online and navigating to the NHS Confederation resources.

Some dates for your diary:

Stage	Expected Dates
Applications close at 23:59 on	6 January 2019
Shortlisting	7 January 2019
Stakeholder session	14 January 2019
Interview	15 January 2019



<b>Job Title:</b>	<b>Chief Executive</b>
<b>Band:</b>	<b>VSM</b>
<b>Directorate:</b>	<b>Board</b>
<b>Location:</b>	<b>Royal Cornwall Hospitals Trust, Truro, Penzance and Hayle sites</b>

---

## In a nutshell, this is what the job is about

The Chief Executive role is the Accountable Officer who is expected to lead and manage the development of the Trust to provide a high quality and consistently safe, patient-centred service. The successful candidate will take executive responsibility for all aspects of the performance of the Trust. It's a given that the job holder is also expected to show outstanding and inspirational leadership to all of our colleagues so that we are able to operate in an efficient yet effective manner.

---

## This is what you'll be doing on a day to day basis

### Strategic Leadership

- Ensuring that the quality of patient care is central to the functioning of the Trust
- Ensuring the Trust meets its statutory requirement and service obligations to provide high quality and safe care
- With the Board of Directors and our stakeholders, promote and develop our vision, delivering objectives which are clear and measurable and accompanied by a robust delivery strategy
- Ensuring public service values are communicated to colleagues and stakeholders and are fully embodied in the operation of the Trust
- Managing the Trust in accordance with its values, objectives and general policies, ensuring that the specific decisions of the Board and all activities are directed toward these
- Advising the Board on issues relating to the Trust's strategies, policies and overall performance
- Reviewing and evaluating present and future opportunities, threats and risks in the external environment and current and future strengths, weaknesses and risks to the Trust
- Giving system leadership to developing a fully integrated health and social care structure
- Challenging conventional approaches and welcome and drive forward change where needed. Champion a culture of innovation, continuous improvement and trust
- Understanding assessing and managing strategic, reputational and operational risks
- Ensuring production, review and revision of the business plan to make sure that it is geared to achieving the Trust's vision and strategy including the development of the Trust





- Ensuring appropriate policies, procedures and systems are in place to deliver the Trust's clinical governance and quality agenda
- Ensuring the Trust meets its financial responsibilities and fulfils its statutory duties and associated regulations
- Optimising the use of people through effective partnership working and continuing the development of Trust Board working relationships and practices with the Chair and Non-Executive Directors

## **Performance Management and Planning**

- Establish strong systems for performance management, focussed on continuous improvement in the delivery of services and maintain close relationships with the relevant regulatory bodies
- Develop positive relationships with Commissioners and other stakeholders of Trust services and promote effective joint working with external stakeholders and with key partners towards the achievement of the Trust's strategic objectives
- Ensure clinical management is closely involved in the Trust's business planning process
- Achieve all service workforce and financial framework agreements with Commissioners
- Ensure effective management information and the development of integrated IT systems throughout the Trust
- Ensure the Trust delivers its complex Capital Programme within the agreed time, quality and cost parameters

## **Clinical and Corporate Governance**

- In conjunction with the Chair, ensure the appropriate operation of the Board of Directors at all times, drawing the Board's attention to matters it should consider and decide upon, ensuring proper attention is given to them
- Ensure the Board members are provided with the appropriate information required to assist their understanding and decision making. Ensure that the Board is given the advice and information necessary to perform its duties and that the business of the Board is properly conducted
- Ensure the Trust publishes its annual Business Plan and Reports and Accounts and holds its Annual General Meeting in public
- Raise the profile of the quality of patient services within the Trust and play a leading role in the patients' complaints system
- Ensure the development of a comprehensive risk management strategy and that health and safety policies and procedures reflect current best practice and are discharged effectively by all colleagues
- Ensure the Trust achieves national and local quality targets
- Actively encourage and maintain a suitable infrastructure for clinical audit and clinical effectiveness
- Ensure the Trust develops and maintains Standing Orders, Standing Financial Instructions and Scheme of Delegation and ensure adherence throughout the organisation
- Take responsibility for systems of control and limits of delegation and provide the Board with regular assurance on their effectiveness
- Understand the legal position in relation to all key aspects of the business, financial assets,



people, IT and intellectual property

## **People Management and Organisational Development**

- Motivate and lead other Board members and members of the Trust's management team
- Determine when to change and when to consolidate, understand the impact of change on people and manage it with sensitivity
- Ensure that the Trust complies with all statutory requirements affecting all colleagues regardless of their contractual status
- Champion an open and inclusive culture and management style that is receptive to staff involvement, being effective in working relationships and communications with colleagues so they feel motivated, developed, supported and respectful
- Responsible for maintaining a review process for the performance of all Directors, and ensuring that an effective performance review and management approach exists, which covers all managers within the Trust
- Act as a driver for equality and diversity, both as an employer and provider of services, ensuring that effective policies and procedures are in place and promoted
- Maintain the highest standard of conduct and integrity within the Trust and ensure compliance with best practice, statute and regulatory requirements in all matters including financial, governance, legal and clinical related issues

## **Finance**

- Ensure that the Trust carries out its functions in a way that maintains proper stewardship of public money and assets
- Ensure the Trust's statutory responsibilities are delivered and that effective systems are in place to maintain effective financial control
- Ensure that the Trust is managed in accordance with statutory and Government requirements
- Oversee the financial performance of the Trust including the achievement of income and expenditure balance and the delivery of efficiency targets and cash-releasing efficiency gain programmes
- Develop new and innovative cost effective ways of delivering care within agreed quality thresholds

## **Medical Education, Teaching and Research**

- Play a leading role in the development of the relationship with the allied universities in the peninsular and other higher education institutions
- Continue to develop effective working relationships with Health Education England, the STP and CCGs for medical and professional education
- Ensure that the Trust meets its medical teaching obligations by maintaining the highest standards of medical and nursing and professional education and training
- Encourage and support research and development in order to improve patient care and effective service provision



## **Communication and Partnership**

- Promote effective joint working with external stakeholders towards the achievement of the Trust's strategic objectives, and with other key partners
- Develop and implement communication strategies designed to enhance mutual understanding and expectations between the Trust and key stakeholders
- Ensuring that the public relations and communications dimensions and policies are taken into account and effectively acted upon during all stages in their development and implementation
- Establish constructive working relationships with other NHS organisations, NHS Improvement, CCGs, NHS England, the Local Authority and Social Services which recognise that partnership is the key to providing high quality integrated care. Establish effective working relationships with key agencies and current and potential partners at national, regional, sub regional and local levels
- Develop and maintain a strong sense of accountability to stakeholders throughout the Trust
- Promote and maintain harmonious and productive working relationships with the recognised trade unions, professional bodies and colleagues representatives
- Maintaining effective two-way communications between the Trust and the news media, ensuring a customer focused service
- Promote public understanding of the Trust's values, objectives, policies and services