



Appointment of

# Non-Executive Director

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# About Cambridge University Hospitals NHS Foundation Trust

Cambridge University Hospitals (CUH) is an internationally renowned healthcare organisation. As part of the NHS, we deliver expert care for patients while our vibrant teaching community equips and empowers the healthcare leaders of tomorrow. CUH – Addenbrooke's and The Rosie Hospitals – is a community of 12,000 people and a range of partners who are passionate about improving people's lives. We provide services as a local hospital for people in Cambridge, South and East Cambridgeshire, and as a specialist hospital for a much wider population. As an academic medical centre, we work across 75 medical and surgical specialties, with corporate and support teams – and health, care, academic and industry partners – to deliver care, to support learning and to drive research.

We are committed to caring for patients who are sick today while investing in the training of skilled staff who will care for patients tomorrow, alongside our capability to research the next generation of advances in clinical practice. We know that conducting pioneering research attracts staff who want to broaden their skills and this enables our patients to benefit from better care sooner.

## CUH provides care through:

- A comprehensive range of services including emergency, medical and surgical care for a local population of half a million people in Cambridge City and South and East Cambridgeshire. We are a member of an Integrated Care System (ICS) serving a million people across Cambridgeshire and Peterborough.
- Specialist services for a regional population of six million people across the East of England.
- National services in organ transplantation, cancer, neurosciences, paediatrics, genetics and rare or complex conditions.

## As a teaching hospital, CUH provides learning opportunities for:

- Medical students from the University of Cambridge.
- Undergraduate students and apprentices in areas including nursing, midwifery, pharmacy and allied health professions, from a number of partner higher education providers.
- Apprentices in non-clinical roles including estates, engineering, maintenance, customer service, administration and data.

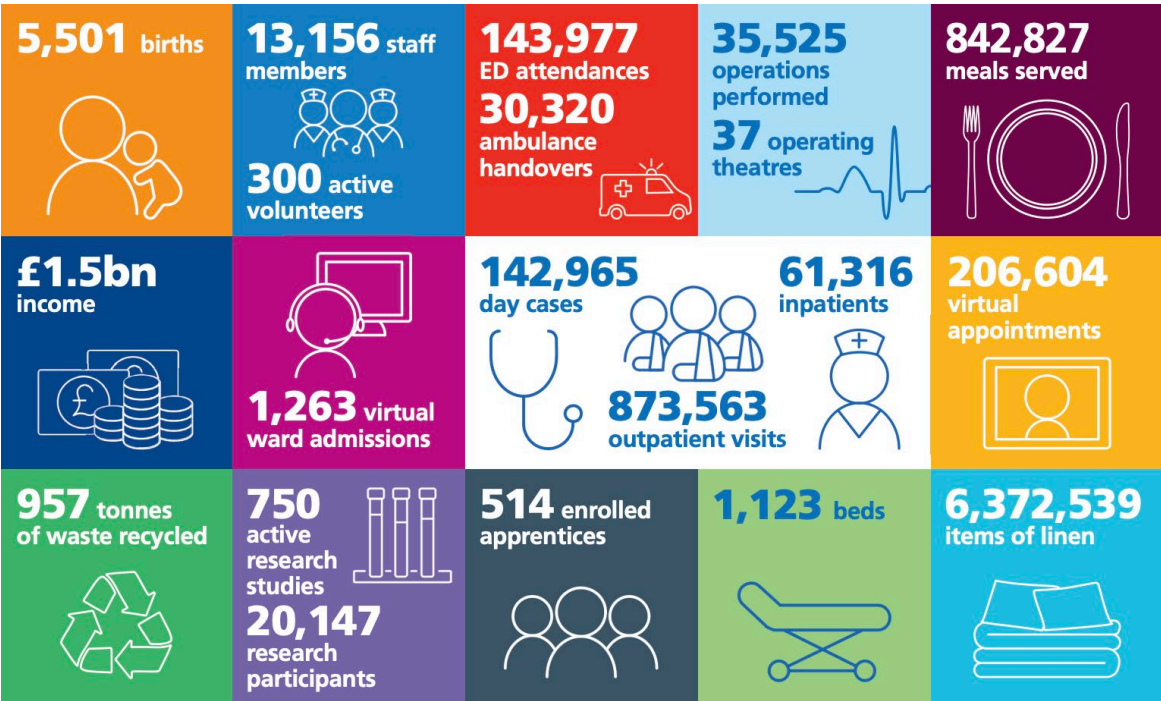
## CUH drives research as:

- Part of the National Institute for Health and Care Research (NIHR) through the Cambridge Biomedical Research Centre.
- A member of Cambridge University Health Partners (CUHP), one of eight Academic Health Science Centres.
- A partner with the University of Cambridge and a thriving ecosystem of life sciences and technology industry on and beyond the Cambridge Biomedical Campus (CBC).

Our Cambridge location, as part of an innovation ecosystem, unlocks huge opportunity to go further. As the largest centre of life science and medical research in Europe, we aspire continuously to develop the cross-industry partnerships that further improve outcomes for patients while powering economic growth.

As we build for the future, we are actively pursuing plans with our partners to build two new hospitals on the Campus – the Cambridge Cancer Research Hospital and the Cambridge Children's Hospital. As we develop the full business cases for both hospitals, we are planning to start pre-construction works on both sites this year. At the same time, we are developing long-term plans for healthcare on the Campus, including the redevelopment of the hospital estate.

### A year at CUH in numbers



### CUH Together – our strategy



Our strategy for a healthier life for everyone through care, learning and research is focused around three key themes of improving patient care, supporting our staff and building for the future. The box overleaf describes the key strategic commitments we set out in 2022 to deliver over the following three years.

## CUH Together – our strategy

 Improving patient care	 Supporting our staff	 Building for the future
<b>Integrated care:</b> We will work with NHS, other public sector and voluntary sector organisations to improve the health of our local population	<b>Resourcing:</b> We will invest to ensure that we are well staffed to deliver safe and high quality care	<b>Specialised services:</b> We will work with hospitals across the East of England to provide high quality specialised care for more patients closer to home
<b>Emergency care:</b> When patients come to the hospital in an emergency we will treat them, and help them to return home, quickly	<b>Ambition:</b> We will invest in education, learning, development and new ways of working	<b>Research and life sciences:</b> We will conduct world-leading research that improves care and drives economic growth
<b>Planned care:</b> When patients need planned care we will see them as quickly and efficiently as possible	<b>Good work:</b> We will strive to ensure that working at CUH will positively impact our health, safety and well-being	<b>New hospitals and the estate:</b> We will maintain a safe estate and invest in new facilities to improve care for patients locally, regionally and nationally
<b>Health inequalities:</b> We will tackle disparity in health outcomes, access to care and experience between patient groups	<b>Inclusion:</b> We will seek to drive out inequality, recognising that we are stronger when we value difference and inclusion	<b>Climate change:</b> We will tackle the climate emergency and enhance environmental sustainability
<b>Quality, safety and improvement:</b> We will continuously improve the quality, safety and experience of all our services	<b>Relationships:</b> We will foster compassionate and enabling working relationships	<b>Digital:</b> We will use technology and data to improve care

As we enter a period of major re-set for the NHS following the election of a new Government and the publication of the Darzi review which will inform a new 10-year plan for the NHS, we have undertaken a mid-term review of our strategy and identified key priorities for 2024/25 which are aligned to our three strategic themes. These cover quality, productivity and flow; culture, leadership and inclusion; and developing new models of care.

We will prioritise these areas to tackle the key challenges we face including a growing older population with multiple health conditions, long waits for both emergency and elective care and a tighter financial position.

## Culture and values

Our commitment to our patients and our community is to be an open, accountable, and responsive organisation that fosters effective patient and public engagement.

The Trust achieved NHS Foundation Trust status in July 2004 and, as such, has a Council of Governors and a membership of approximately 20,000 comprising around 12,000 staff and 8,000 members of the public and patients who are actively involved with the Trust in ensuring that our services reflect the needs of those using them and working in them.

Our shared values and behaviours were developed by our patients and staff. They are the foundation on which we build and deliver exceptional care. They apply at all times in our interactions with patients, with their families, with colleagues and our partners across the health system. Every one of us is expected to think about, and to be aware of, what we are doing to live up to our shared values every day and to support each other to give our patients the best care possible based on these values. All three values carry equal weight.

### Together –

**Safe:** I never walk past, I always speak up  
**Kind:** I always take care of the people around me  
**Excellent:** I'm always looking for a better way

Our values can be applied to the smallest and largest of tasks we do every day; each matter and make a difference to the people we help.

## Trust Governance

The Board of Directors provides leadership for our hospitals. It is made up of 8 Non-Executive Directors in addition to the Chair and 8 Executive Directors (of which 6 are voting) in addition to the Chief Executive.

As a public benefit corporation, we are owned by our 19,500-strong membership of patients, public and staff, who are represented by the Council of Governors. The Council of Governors is made up of 8 Patient Governors, 7 Public Governors and 4 Staff Governors. There are also a number of Governors representing partner organisations. The Council of Governors holds the Board of Directors to account through the Non-Executive Directors

## Equality, diversity and inclusion

**The principles of equality and diversity uphold how we work, and we are committed to driving the inclusion agenda forward whether through our work to reduce health inequalities as part of the Cambridgeshire and Peterborough ICS or through the work we undertake internally to support patients and staff. While working in the hospital is first and foremost about caring for patients, it also requires everyone to respect and value each other as colleagues. It is everyone's right, whether a member of staff, a patient or a member of the public, to be treated as an individual and with respect.**

The Trust is committed to tackling inequality of opportunity and eliminating discrimination both within the workforce and in the provision of services. We know from staff surveys and other data that, in line with many other NHS organisations, staff with protected characteristics have a generally less positive experience of working here. Staff from a black and minority ethnic background are more likely to report experiencing bullying, harassment and abuse from patients and the public and from colleagues; are more likely to report experiencing discrimination; and are less likely to believe that the organisation provides equal opportunities for career progression and promotion.

The Trust's Equality and Diversity Committee is responsible for leading, monitoring and evaluating equality, diversity and inclusion work within the Trust. The Committee reports to the Board of Directors via the Board's Quality Committee and Workforce and Education Committee. The Board has recently commissioned a key piece of work to develop a Trust-wide Equality, Diversity and Inclusion Strategy.

A number of staff networks are in place to promote equality and diversity at CUH including the Equality and Diversity Staff Network, the REACH (Race Equality and Cultural Heritage) Staff Network, the LGBT+ Staff Network, the Time to Change Network (focusing on staff mental health) and the Purple Network (for staff with hidden or visible disabilities and physical or mental health conditions).

The Trust has also put in place programmes of mentoring and reverse mentoring involving members of staff with protected characteristics and Board members. Further information on our approach to equality, diversity and inclusion can be found on the CUH website [here](#).

## Useful links

[Board of Directors](#)  
[Council of Governors](#)  
[Our Hospitals](#)  
[Our Vision and Values](#)  
[Reports and Publications](#)  
[Quality Assurance and Performance](#)  
[Our Strategy – CUH Together 2025](#)  
[Shelford Group](#)



# Job description

**Post title:** Non-Executive Director

**Accountable to:** Trust Chair and Council of Governors

**Workbase:** Management Offices, Addenbrooke's Hospital

## Job summary

The Non-Executive Director will work alongside the Trust Chair as a member of the Board of Directors, setting the strategic direction of the Trust and ensuring effective governance of the organisation to support the achievement of high quality patient care and compliance with performance standards and targets set by regulators and other statutory bodies.

The Non-Executive Director will need to ensure that the Board acts in the best interests of patients, the community and the wider public.

The Council of Governors has responsibility for the appointment of Non-Executive Directors and Non-Executive Directors are accountable to the Council of Governors for the performance of the Board. Maintaining a close and effective interaction with members of the Council of Governors is therefore a vital part of the role.

## Key functions and responsibilities

1. As members of the Board of the Cambridge University Hospitals NHS Foundation Trust, all directors are required to:
  - Provide leadership within a framework of prudent and effective controls which enable risk to be assessed and managed.
  - Set strategic aims, ensure that the necessary financial and human resources are in place to meet objectives, and review management's performance.
  - Set values and standards, and ensure that the Trust's obligations to its service users and others are understood and met.
  - Ensure effective engagement with stakeholders, including patients, staff, the community and system partners.
  - Encourage collaborative working at all levels with system partners in support of the objectives of the health and care system.
  - Ensure that the Trust promotes equality and inclusion and recognises diversity in its dealings with patients, staff and other stakeholders.
  - Focus on ensuring effective compliance of clinical, corporate, legal and financial elements of the organisation.
2. In addition to these requirements for all directors, the role of the Non-Executive Director has the following key elements:
  - Planning for the future to improve healthcare services.
  - Ensuring that the management team meets its performance targets.
  - Ensuring that the finances of the organisation are managed properly with accurate information.
  - Ensuring that the Board is working in the public interest and keeps its patients and the public properly informed.
  - Serving on board committees.
  - Interacting and attending meetings with members of the Council of Governors.

Non-Executive Directors should seek to establish and maintain confidence in the foundation trust. They should be independent in judgement and have an enquiring mind.

To be effective, the Non-Executive Director will need to have an understanding of the wider NHS and the external environment in which it operates and become well informed about the Trust, developing a good knowledge of issues relevant to the organisation. The Non-Executive Director should seek continually to develop and refresh their knowledge and skills to ensure that their contribution to the Board remains informed and relevant.

3. Non-Executive Directors must:

- Act as an objective, critical friend.
- Uphold the highest of ethical standards of integrity and probity.
- Support the executive in their leadership of the Trust.
- Question intelligently, debate and challenge constructively and thoughtfully and determine outcomes fairly.
- Act with integrity, objectivity, honesty and openness.
- Listen sensitively to the views of others, inside and outside the Board.
- Promote openness and trust in relationships with all Board members.
- Demonstrate high standards of corporate and personal conduct as stated in the Nolan principles of standards of conduct in public life.
- Be prepared to act as an ambassador for the Trust.
- Work within and towards the principles of the Foundation Trust.





# Person Specification

**CUH is now looking to appoint a Non-Executive Director to bring exceptional commercial expertise to the Board. This is an exciting opportunity to join an impressive, instrumental and high achieving NHS Board with a strong reputation.**

## Knowledge and experience

- Senior management or board level experience with the character and skills to inspire confidence in the leadership of CUH internally and externally.
- Proven experience of strategic commercial leadership, business development, and financial management relating to productivity, the allocation of resources and delivering innovative approaches in large scale, complex organisations.
- Demonstrable experience of operating at a strategic level in comparably complex, multi-stakeholder contexts.
- Knowledge of and connection to the area served by CUH, and personal commitment to the local health economy.
- Prior understanding of the NHS with regard to its structure, management, and governance is desirable, but not essential.

## Skills, abilities and personal attributes

- Ability to evaluate commercial strategies that promote innovation and future-focused practices.
- Ability to work in a complex and evolving system landscape with stakeholders at all levels and in a range of public, private and voluntary, community and social enterprise sectors.
- Excellent communication skills with the ability to listen sensitively to the views of others, with the confidence to challenge constructively when appropriate and to hold to account.
- Ability to create a strong respectful relationship with the Chief Executive and executive team, bringing support, development, challenge and holding to account for delivery.
- Ability to absorb and interpret complex data and information and reach informed judgements, with independent judgement, common sense and diplomacy.
- Demonstrable commitment to and evidence of promoting and celebrating equality, diversity and inclusion in the workplace and in service delivery, supported by tangible examples of success.
- A clear understanding of, and passion for, improving health outcomes and reducing health inequalities with a demonstrable commitment to putting the interests of our patients and our communities at the heart of the work of the Board and wider Trust.

## **NHS Leadership Competency Framework**

You will also be able to demonstrate skills and behaviours in line with the NHS leadership competency framework. Leaders in the NHS help deliver better health and care for patients by setting the tone for their organisation, team culture and performance.

### **1. 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.

Candidates will have:

- A demonstrable interest in health and social care and a strong desire to achieve the best sustainable outcomes for all patients and service users through encouraging continuous improvement, clinical excellence and value for money.
- Strong understanding of financial management, with the ability to balance the competing objectives of quality, operational performance and finance.
- An appreciation of constitutional and regulatory NHS standards.

### **2. 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.

Candidates will have:

- Experience of leading and delivering against long-term vision and strategy.
- Experience leading transformational change, managing complex organisations, budgets and people.

### **3. 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.

Candidates will have:

- A clear and demonstrable commitment towards issues of equality, diversity and inclusion.
- Significant experience of engaging with the diverse social, economic and cultural groups served within and outside the organisation.

### **4. 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.

Candidates will have:

- Significant prior Board experience (any sector, executive or non-executive role).
- Evidence of successfully demonstrating the NHS Leadership competencies in other leadership roles.
- An ability to identify and address issues, including underperformance, and to scrutinise and challenge information effectively for assurance.



## 5. 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.

Candidates will have:

- A clear commitment to the NHS and the Trust's values and principles.
- Experience of building effective teams, encouraging change and innovation and shaping an open, inclusive and compassionate culture through setting the right tone at the top and championing diversity at, and across, all levels.
- Strongly focused on the experience of all staff and patients.
- Experience managing conflict, finding compromise and building consensus across varied stakeholder groups with potentially conflicting priorities.

## 6. 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.

Candidates will have:

- A desire to engage with the local population and to collaborate with senior stakeholders across the health and care system.
- Strong interpersonal, communication and leadership skills.
- A willingness to challenge in the interests of patient outcomes and an approach that facilitates robust and honest debate and decision-making.
- Visibility both internally and externally in our community, experiencing and understanding the challenges faced on the ground by staff, patients and local residents.

# Terms of Appointment

## Remuneration

Remuneration, as determined by the Governors' Nomination and Remuneration Committee and approved by the Council of Governors, is £15,500 per annum. Remuneration is taxable under Schedule E and subject to Class I National Insurance contributions. It is not pensionable.

The Non-Executive Director is also eligible to claim allowances, currently in line with rates set nationally, for travel and subsistence costs necessarily incurred on Trust business.

The Governors' Nomination and Remuneration Committee will review and recommend levels of future remuneration, subject to the Council of Governors' approval.

## Appointment, tenure and termination of office

The Non-Executive Director is appointed by the Council of Governors for an initial period of three years, subject to satisfactory appraisal. In accordance with the current Constitution, the appointment may be renewed for subsequent terms of up to three-years each, up to a maximum cumulative term of nine years. The Non-Executive Director may be removed from office by NHS England or the Council of Governors, in accordance with the Trust's Constitution. This post is a public appointment or statutory office and is not subject to the provisions of employment law. The Non-Executive Director is an appointee not an employee. To ensure that public service values are maintained at the heart of the NHS, all Directors are required to agree to and abide by the Code of Conduct for the Trust's Board of Directors and to comply with the statutory Fit and Proper Persons Requirements.

## Time commitment

Non-Executive Directors of CUH must devote sufficient time to ensure satisfactory discharge of their duties. This will be, on average, around three days per month. This will comprise a mixture of set commitments (such as Board meetings and Committee meetings and Council of Governors' meetings) and more flexible arrangements for ad hoc events, visits, reading and preparation. Most of the time commitment will be during the work day. However, some evening work will be required.

## Eligibility

Non-Executive Directors of CUH must be eligible to become a member of the Foundation Trust, either as a public or patient member.

## Terms

You should note that this is a public appointment or statutory office rather than a job and is therefore not subject to the provisions of employment law. To ensure that public service values are maintained at the heart of the NHS, Non-Executive Directors are required to subscribe to the Code of Conduct and Standing Orders and Standing Financial instructions for the Foundation Trust.

## Conduct

As a non-executive director, you must demonstrate high standards of corporate and personal conduct. Details of what is required of you and the NHS Board on which you serve are set out in the Codes of Conduct as outlined above.

## Conflict of interest

You will be required to declare any conflict of interest that arises in the course of Board business and also declare any relevant business interests, positions of authority or with other connections with commercial, public or voluntary bodies. These will be published in the annual report with details of all Board members' remuneration from NHS sources.

## Fit and Proper Person

NHS England require 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 the NHS England [website](#).



# How to apply

**Saxton Bampfylde Ltd is acting as an employment agency advisor to Cambridge University Hospitals NHS Foundation Trust on this appointment.**

Candidates should apply for this role through our website at [www.saxbam.com/appointments](http://www.saxbam.com/appointments) using code **ACBG**.

Click on the 'apply' button and follow the instructions to upload a CV and cover letter and complete the online equal opportunities monitoring\* form.

The closing date for applications is noon on **Wednesday 30<sup>th</sup> October 2024**.

\* The equal opportunities monitoring online form will not be shared with anyone involved in assessing your application. Please complete as part of the application process.

## **GDPR personal data notice**

According to GDPR guidelines, we are only able to process your Sensitive Personal Data (racial or ethnic origin, political opinions, religious or philosophical beliefs,

trade union membership, genetic data, biometric data, health, sex life, or sexual orientation) with your express consent. You will be asked to complete a consent form when you apply and please do not include any Sensitive Personal Data within your CV (although this can be included in your covering letter if you wish to do so), remembering also not to include contact details for referees without their prior agreement.

## **Due diligence**

Due diligence will be carried out as part of the application process, which may include searches carried out via internet search engines and any public social media accounts.



The logo for Saxton Bampfylde, featuring the name in a white serif font with a thin white wavy line underneath.