



Guy's and St Thomas'
NHS Foundation Trust



Appointment of

2x Non-executive Directors

September 2024 AAGTC

Saxton Bampfylde

A message from the Chairman

Thank you for your interest in becoming a non-executive director at Guy's and St Thomas' NHS Foundation Trust.

Guy's and St Thomas' is among the UK's largest, busiest and most successful NHS foundation trusts. We provide a full range of local hospital services for people in Lambeth and Southwark as well as specialist care for patients from further afield, including heart and lung, cancer and renal services. We also provide community services for people living in Lambeth and Southwark.

We have a long tradition of clinical and scientific achievement and, as part of King's Health Partners, we are one of England's eight academic health sciences centres (AHSCs), bringing together world-class clinical services, teaching, research and innovation. With around 25,000 staff, we are one of the largest employers locally. We aim to continue to develop new and existing partnerships with local people, patients, neighbouring NHS organisations, GPs, local authorities and charitable bodies. We are focused on the importance of leveraging these partnerships to address health inequalities, both in terms of access to treatment and outcomes from care.

2023/24 has been dominated by the huge operational pressures across the NHS. Managing the impact of industrial action, while focusing on reducing waiting lists and delivering our operational and financial plans, has proved extremely challenging.

It is a testament to the hard work of our staff that, despite this, we were also able to successfully go live with a new electronic health record system, Epic, in October 2023. I'd like to thank our clinical and non-clinical teams, including our colleagues at King's College Hospital and our shared pathology provider Synnovis for ensuring that the largest ever implementation of the Epic system was accomplished safely and successfully.

Our collective focus has now shifted to the stabilisation phase, ensuring that we are using the system effectively to realise the benefits and efficiencies for our patients and staff in the months and years to come. We recognise that some patients continue to face unacceptable waiting times for NHS treatment. While progress has been made to recover planned (elective) care since the pandemic, we know that we need to do more - especially for patients requiring diagnostic tests or cancer treatment.

We are extremely proud of the diversity of both our staff and the communities we serve, but we know there is more we need to do to make our organisation a truly inclusive and welcoming place for all. As a Board of Directors we strongly supported the publication of the Trust's anti-racism statement and we are committed to understanding and addressing the complex issues that lead to racism, inequality and exclusion

In that context, we are now looking to appoint one non-executive director with experience in technology and digital transformation, and another with experience in strategic workforce planning and talent development. We are interested in individuals with an exceptional track record of driving transformational change in their respective area, with the ability to challenge established ways of thinking and practices in order to ensure we are delivering the best-in-class services. Experience of effective leadership working alongside a wide and complex range of internal and external stakeholders, and a demonstrable commitment to the Trust's values will be essential. We are particularly keen to attract a diverse range of applicants so we can better reflect the diversity of the communities we serve as a Trust.

This is an exciting time to be part of the NHS in a leading Trust such as ours and, if this is something you would like to know more about, we look forward to hearing from you.

Best wishes,



Charles Alexander CBE

Chair, Guy's and St Thomas' NHS Foundation Trust



About Guy's and St Thomas' NHS Foundation Trust (GSTT)

Guy's and St Thomas' NHS Foundation Trust is among the UK's busiest and most successful NHS foundation trusts, providing a full range of general and specialist hospital services from conception to end of life. The Trust comprises 5 of the UK's best-known hospitals – Guy's, St Thomas', Evelina London Children's Hospital, Royal Brompton and Harefield – as well as community services in Lambeth and Southwark, all with long histories of care, clinical excellence, research and innovation. The Trust is organised into four large clinical groups, and the Essentia delivery group, all of which are supported by corporate departments.

The Trust was formed in 1993 from the merger of Guy's and St Thomas' Hospitals and the new Evelina London Children's Hospital was opened in 2005. In 2011 Lambeth and Southwark community services joined the Trust, and in 2021 we merged with Royal Brompton and Harefield to create one of the largest NHS organisations in the country. As an NHS foundation trust we are accountable to Parliament and regulated by NHS England, with oversight from the South East London Integrated Care System. As part of the NHS we must meet national standards and targets. Our governors and members ensure that we are accountable and listen to the needs and views of our patients and communities.

We have a long tradition of clinical and scientific achievement. Our reputation for healthcare research and innovation includes the very latest developments in imaging, surgical robotics and artificial intelligence. We have around 23,600 staff, making us one of the largest employers in central and south London. We aim to reflect the diversity of the local communities we serve and continue to develop new and existing partnerships with local people, patients, NHS organisations, local authorities, charitable bodies and GPs. We strive to recruit and retain the best staff: the dedication and skill of our employees lie at the heart of our organisation and ensure that our services are high quality, safe and patient focused. As teaching hospitals, we are proud to be developing the staff and clinicians of tomorrow.

We are committed to working in close collaboration with our partners to deliver the shared strategic priorities of our Integrated Care Board – particularly in south east London, but also in north west London and beyond. Our collective aim is to deliver timely and effective healthcare to the populations we serve, to improve health outcomes and to reduce inequalities.

Our Board is made up of full-time [executive directors](#) and [non-executive directors](#).

About Guy's and St Thomas' NHS Foundation Trust (GSTT)

Our Strategy

Our vision is to advance health and wellbeing as a local, national and international leader in clinical care, education and research. We aim to deliver world leading, personal and responsive healthcare, giving the fullest and best lives to our patients and their families. Our Trust strategy 'Together we care', sets out how we will achieve this through three overall priorities:

Patients

We aim to transform our relationship with our patients by:

- involving and listening to patients, families and carers when we make decisions
- finding new and better ways of involving people in their own health and care
- making the most of digital technology to improve how patients access care and receive information

People

We aim to support our staff and secure our finances for the future by:

- growing, developing and caring for our diverse workforce
- providing consistently excellent care by improving the way we work every day
- managing and getting the best value from our finances and estate, so we can continue to invest in our staff and services

Partnerships

We aim to build new partnerships and strengthen existing relationships by:

- working with local partners to join up care in our communities
- creating world-class clinical academic services by bringing together care, research and education
- developing new treatments, therapies and technologies by collaborating with commercial and academic partners

In September 2024 we will launch our new Trust strategy, vision and values which will provide an ambitious strategic framework for the whole organisation to ensure we continue to provide the best possible care for patients now and in the future.

Operational and financial position

In common with all NHS organisations, we face the continued challenge of delivering high quality care against the backdrop of rising demand, increased patient acuity and the need to increase productivity and efficiency. Following the Covid-19 pandemic, staff have worked extremely hard to recover our clinical services across both elective and non-elective care to enable patients who are the highest clinical priority and those who have been waiting the longest are seen as quickly as possible.

The Trust closely monitors its financial position and wider developments regarding the future funding model for the health sector. Whilst the Trust delivered a positive financial outturn in 2023/24, this was achieved in part due to a number of non-recurrent measures. The delivery of an ambitious cost improvement programme to achieve a sustainable financial position is a key priority in 2024/25.

Equality, diversity and inclusion

The Trust serves some of the most diverse communities of in the UK, as well as caring for patients from further afield, and this diversity is also reflected in our staff; we are proud of our diverse workforce and are committed to ensuring people's differences are respected and valued – this includes all protected characteristics under the Equality Act 2010 as well as other vulnerable groups.

We recognise that our diversity is essential to providing compassionate care to our patients as well as making our trust a really great place to work. Our equality, diversity and inclusion vision is to provide equitable access to service provision and delivery of care by driving improvements in patient care and staff experience and reducing inequalities and disparities for our diverse workforce and population. To achieve this, we need to continuously and consistently work to become an equitable and inclusive organisation for our patients, our staff and our communities.

As a Trust we stand firmly against all forms of prejudice and discrimination and our anti-racism statement and LGBT+ inclusion statement (both published on our website) help ensure we hold ourselves to account in these areas.

System working and partnerships

The Trust is part of the South East London Integrated Care System and also works with the North West London Integrated Care System via Royal Brompton and Harefield hospitals. Our strong relationships with the London boroughs within which our hospital and community sites are located enable us to work together to support health, wellbeing, local employment, green sustainability plans and additional investment into the local communities.

We have close relationships with other providers of hospital services in our area. We are an active partner in the South East London Acute Provider Collaborative with King's College Hospital NHS Foundation Trust and Lewisham and Greenwich NHS Trust, and this enables us to plan, coordinate and deliver services jointly across south east London.

The Trust is part of King's Health Partners, one of eight Academic Health Science Centres nationally. King's Health Partners are working on a number of programmes covering cardiovascular disease, diabetes, obesity and endocrinology, haematology, neurosciences, women and children's services and mind and body, all of which bring our combined expertise together to deliver world-class clinical care, research and education.

We work closely with King's College London to deliver under and post graduate education across multiple professions, and to enable the rapid translation of research into clinical practice to benefit our patients. The Royal Brompton and Harefield hospitals also work closely with Imperial College London and are a founding member of the Imperial College Health Partners Academic Health Science Network.

We are expanding the volume of ground-breaking research we do and will benefit patients by giving them access to new treatment opportunities through clinical trials. Guy's Tower is a major hub for research activity and boasts many specialist research facilities which continue to strengthen our position as a leader in advanced therapies, genomics and regenerative medicine. St Thomas' Hospital is a major 'med tech hub' and includes the London Medical Imaging and Artificial Intelligence Centre for Value-based Healthcare, which is funded by Innovate UK in partnership with King's College London.

The Trust is grateful for the significant and continued support of Guy's & St Thomas' Foundation, which continues to fund healthcare research and innovations that improve the experience of our patients, as well as our much-valued staff health and wellbeing programme.

Investing in our future

We continue to invest significant capital in improving our estate, digital technology and medical devices to support the needs and expectation of our patients. In October 2023 we launched a new electronic health record system, Epic, through the 'Apollo programme'. Epic will transform the way that we work by replacing our history IT systems and paper records. The new system spans Guy's and St Thomas', Royal Brompton and Harefield hospitals and also King's College Hospital. Successfully embedding Epic, including the delivery of benefits set out in the Business Case remains a key strategic priority.

Our new Diagnostic Centre at Royal Brompton was completed during 2021, and allows us to provide state-of-the-art imaging services to help diagnose heart and lung disease. Investment in leading edge imaging technology also continues at St Thomas' Hospital and will create further capacity to meet growing demand and strengthen our research capabilities. Longer-term plans are in place to increase orthopaedic theatre capacity at Guy's Hospital. Our new Children's Day Surgery Unit at Evelina London Children's Hospital opened in December 2023 and provides vital additional surgical capacity for patients who don't need to stay overnight.

In recent years we have brought together our wide-ranging innovation, improvement and transformation capabilities (including computing, engineering, AI, digital, data analytics, private patients and international business development) to form a Centre for Innovation, Transformation and Improvement (CITI). In collaboration with King's Health Partners, CITI will support our ambition to be internationally recognised for delivering better, faster and fairer healthcare.

Our values

As an organization we are driven by our values which are at the heart of everything we do. Our values have been developed closely with our staff and define our culture of what we do, and how we do it. Our values are to....



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The opportunities

GSTT is now looking to appoint two non-executive directors to join our board. We are looking to attract one individual with a background in digitally-enabled transformation and another individual with a background in workforce planning and talent development. These are exciting opportunities to join an impressive and instrumental NHS board with a mission to act at the forefront of health and social care reform.

Role title: Non-executive director

Reports to: Trust Chair

Accountable to: The Guy's and St Thomas' NHS Foundation Trust Council of Governors

The non-executive director role description

Non-executive directors are members of the Trust's unitary Board of Directors and share collective responsibility and accountability for the performance of the Trust. Non-executive directors do not have executive responsibilities within the organisation, but they should bring judgment, experience and independent thinking to the deliberations of the Board. They also have an important role to play in representing the public interest in the conduct of the Trust's affairs.

Non-executive directors participate actively in the decision-making process of the Board and they exercise oversight over delivery of the agreed strategy and operational plan by the executive team in pursuit of the Trust's vision to provide top-quality patient care, excellent education and world-class research. They are responsible for ensuring the quality and safety of healthcare services, the application of the principles of corporate and standards of clinical governance and for the effective, efficient and economic exercise of the Trust functions

Key duties:

- To take corporate and personal responsibility as a member of the unitary Board of Directors for assurance of all the Trust's activities;
- To contribute to the development of the Trust's strategy ensuring the views of the Council of Governors are taken into account and that the health needs of the populations served by the Trust are fully considered.
- Provide independent judgement and advice on issues of strategy, values and vision, and constructively challenge, influence and help the executive management team develop proposals on these.
- Commit to working to, and encouraging within the Trust, the highest standards of probity, integrity and governance and contribute to ensuring that the Trust's internal governance and risk management arrangements conform to best practice and statutory requirements.
- Monitor and seek assurance about the performance of the executive management team in meeting agreed objectives, key priorities and statutory responsibilities, offering constructive challenge to the executive directors, whilst respecting executive responsibility;
- To be a member of, and in some cases chair, Board committees in order to exercise the delegated responsibilities of the Board.
- To be a member of, and in some cases chair, clinical or delivery group strategic advisory boards in order to act as a 'critical friend' to the clinical/delivery group executive committee by providing advice and independent challenge regarding the development and delivery of the clinical/delivery group's strategy and strategic objectives.
- To promote equality of opportunity and recognise diversity when dealing with patients, staff and stakeholders.
- Bring independent judgement and experience based on clinical, academic, commercial, financial, legal or governance expertise from outside the Trust and apply this to the benefit of the Trust, its stakeholders and its wider community.

The opportunities cont.

- Work in collaboration with stakeholders across the South East London and North West London Integrated Care Boards (ICBs), developing a partnership approach to tackling health inequalities and improve outcomes in population, health, and healthcare.
- To develop an understanding of the external environment in which the Trust operates including the South East London and North West London Integrated Care Systems, and the South East London Acute Provider Collaborative.
- Engage positively and collaboratively in Board discussion of agenda items and act as an ambassador for the Trust in engagement with stakeholders including the local community.
- To establish and develop a constructive relationship with Governors and the Council of Governors, having due regard to their opinions, as appropriate.



Person Specification

In addition to the essential knowledge and experience, the Trust is particularly looking for individuals who will bring experience of the following:

Digitally enabled transformation

- Exceptional track record of driving transformational change that sees value realisation from new technologies within a large and complex organisation.
- Relevant knowledge and background in technology deployment, with a strong understanding of design, development, implementation and optimisation; opportunities and risks (including cyber security).

Workforce excellence and transformation

- Track record of leading best in class people professional teams and functions at scale – and – as enablers of outstanding organisation performance, able to shape culture, develop leadership capacity and people capability that drives delivery and innovation.
- Demonstrable understanding of strategic workforce design as well as the intricacies of workforce planning. Specifically, experience in forecasting future needs systemically, developing critical capabilities, talent pipelines and succession strength within organisations of similar scale and complexity to the NHS and with the highest ambition for equity and inclusion.

Knowledge and experience

- Success in chosen career with a strong track record of strategic leadership and decision-making at Board level within a large and complex organisation.
- Experience of effective leadership working with a wide and complex range of internal and external stakeholders.
- Senior management or board level experience and considerable exposure to complex issues in an organisation (whether in the public, private or third sectors) of scale and complexity including an understanding of the scrutiny function.
- Evidence of showing leadership and inspiration, resilience in the face of challenge and difficulty and the ability to inspire confidence and enthusiasm.

Skills, abilities and personal attributes

- Demonstrable commitment to and compliance with the [seven principles of public life](#)
- Empathy with and commitment to public service values of accountability, openness, probity, and equality of opportunity.
- Demonstrable commitment to the Trust's values.
- 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.
- The ability to empathise with and understand the needs of Trust patients, staff and partners.
- Able to work as an effective member of a unitary Board all of whose members are equally and jointly responsible for its decisions.
- The ability to absorb and interpret complex data and information and reach informed judgments, with independent judgement, common sense and diplomacy.
- An effective listener, able to weigh up arguments and summarise for others.
- Politically astute, with the ability to grasp relevant issues.
- Commitment to promoting equality and inclusion, and reducing health inequalities, as well as contributing to the creation of a compassionate, just and positive culture. In particular, to demonstrate commitment to the Trust's [anti-racism statement](#)
- Ability to effectively represent the Trust to its constituents, patients, partner organisations, and regulators.

Non-executive directors are required to take steps to ensure they have, and maintain, the necessary skills and knowledge to discharge their responsibilities. They are also required to demonstrate how they meet, or will meet, the competencies in NHS England's Leadership Competency Framework (Appendix 1) for which they will receive support from the Trust.

Appendix 1: The NHS Leadership Competency Framework

NHS England's Leadership Competency Framework sets out 6 competency domains that are aligned with the NHS values and other regulatory guidance, to support Board members to perform at their best. The framework provides a guide by which, over time, all Board directors can measure themselves and develop proficiency in all areas. It is designed to:

- support the appointment of diverse, skilled, and proficient leaders
- support the delivery of high-quality, equitable care and the best outcomes for patients, service users, communities, and our workforce
- help organisations to develop and appraise all board members
- support individual board members to self-assess against the six competency domains and identify development needs.

For more information on how this framework should be applied: [NHS England » NHS leadership competency framework for board members](#)

The six competency domains and definitions are:

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.

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.

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.

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.

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.

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.

Terms of Appointment

Status

The position of non-executive director is a public appointment or statutory office and is not subject to the provisions of employment law. Non-executive directors are appointees not employees of the Trust.

Eligibility

Only public or patient members of GSTT are eligible for appointment as a non-executive director. All non-executive directors are required to and meet the Fit and Proper Persons requirements; you cannot become (or remain) a non-executive director if you:

- Have been dismissed within the last two years other than by reason of redundancy from any paid employment with a Health Service Body;
- Have been the subject of a bankruptcy restriction order or an interim order;
- Have made an arrangement with creditors which has not been discharged;
- Have received a prison sentence or a suspended sentence of 3 months or more in the last 5 years; or
- Are disqualified under the Company Directors Disqualification Act 1986

Tenure and remuneration

The term of office will be a period of four years and, subject to satisfactory performance and the agreement of the Council of Governors, is renewable for a second and final term of four years. Exceptionally, this could be extended for a further two years.

Remuneration will be determined by the Council of Governors and is currently set at £20,000 per annum. Remuneration is taxable under Schedule E and subject to Class I National Insurance contributions. It is not pensionable.

Time Commitment

Non-executive directors must be able to allocate sufficient time to the company to discharge their responsibilities effectively. This is typically a minimum of 2-3 days per month although it is acknowledged that the requirements of the role may see this time commitment exceeded.

This time commitment includes attending meetings of the Council of Governors, Board of Directors, relevant Board committees and clinical/ delivery group strategic advisory boards, informal meetings with executive and non-executive directors, training and development events, , and site visits. Non-executive directors are also required to attend the Annual Members' Meeting of the Trust held in September.

Whilst the majority of Board business takes place on Wednesdays, non-executive directors are required to work in a flexible manner to meet the needs of the organisation. The vast majority of the meetings are held in-person, although there may on occasion be opportunities to attend via teleconference (MS Teams).

Non-executive directors may be required to participate in and support the appointment process for executive directors. They are also required to chair consultant appointment panels and some non-executive directors will be asked to take on specific 'Champion' roles at Board level in line with national requirements.

Non-executive directors need to ensure sufficient reading time for Board and committee papers and to keep informed of the work of the Trust, developments within the Trust and the wider NHS. They are also required to ensure that their personal development needs, identified through their annual appraisal process, are met.

Appraisal

Non-executive directors are subject to an annual review of their performance, undertaken by the Trust Chair, which is then reported to the governors' Nominations Committee on behalf of the Council of Governors.



How to apply

Saxton Bampfylde Ltd is acting as an employment agency advisor to Guy's and St Thomas' NHS Foundation Trust on this appointment.

Candidates should apply for this role through our website at www.saxbam.com/appointments using code **AAGTC**.

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 Monday 30 September 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.