

# Non Executive Director

Information pack



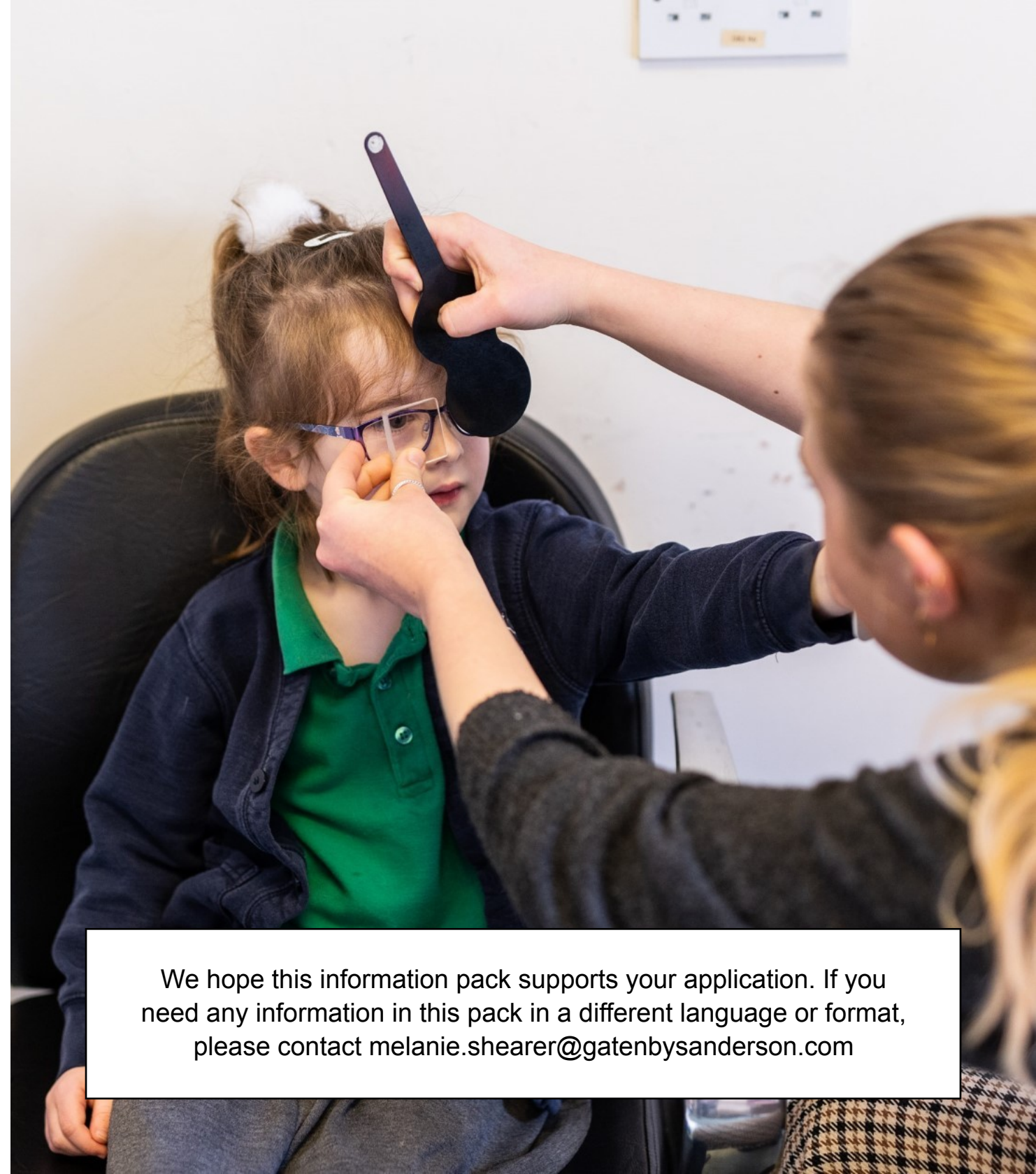
Royal Devon  
University Healthcare  
NHS Foundation Trust



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We hope this information pack supports your application. If you need any information in this pack in a different language or format, please contact [melanie.shearer@gatenbysanderson.com](mailto:melanie.shearer@gatenbysanderson.com)



## Welcome from the Chair

Thank you for your interest in becoming a Non-Executive Director. As a newly formed organisation, we have agreed our mission:

*Working together to help you to stay healthy and to care for you expertly and compassionately when you are not.*

To help us achieve this, we are looking for an exceptional individual, who has a background in a legal or clinical field and ideally some experience of digital and transformation management. This fundamental role is being offered at an exciting time for our organisation, following the integration of the RD&E and NDHT into a newly formed NHS Trust.

Formally bringing our organisations together unlocks opportunities to improve the resilience and sustainability of the healthcare we deliver to our patients across all of the areas we serve, from North, to Mid, to East Devon.

We have really strong ambitions for what we can achieve together and from July 2022, we will have a common electronic patient record which will help us to modernise how we offer care to our patients for the future.



Dame Shan Morgan  
Chair

This role will help to develop meaningful decision-making and strategy at a pivotal point in our organisation's history. There has never been a more exciting opportunity to make a difference.

## Welcome from the Lead Governor

As an NHS Foundation Trust, the Royal Devon has a Council of Governors who are elected by members and staff. We carry out a range of statutory duties that include appointing Non-Executive Directors and holding them to account for the performance of the Board in managing the Trust.

Governors also represent the interests of members and the public and provide a vital connection between the Trust and its patients and local communities. We fully support the Trust's innovative approaches to integrated health care and its focus on what matters the most to patients, whether in hospital or at home.

This is an exciting time for the Trust. We hope that this recruitment pack stimulates your interest in joining us as a Non-Executive Director and look forward to hearing from you. Thank you.



Dr Peta Foxall  
Lead Governor





## About the Royal Devon

The Royal Devon University Healthcare NHS Foundation Trust was established in April 2022, bringing together the expertise of both the Royal Devon and Exeter NHS Foundation Trust and Northern Devon Healthcare NHS Trust.

Stretching across Northern, Eastern and Mid Devon, we have a workforce of over 15,000 staff, making us the largest employer in Devon. Our core services, which we provide to more than 615,000 people, cover more than 2,000 square miles across Devon. Some of our specialist services cover the whole of the peninsula, extending our reach as far as Cornwall and the Isles of Scilly.

We deliver a wide range of emergency, specialist and general medical services through North Devon District Hospital and the Royal Devon and Exeter Hospital (Wonford). Alongside our two acute hospitals, we provide integrated health and social care services across a variety of settings, including community inpatient hospitals, outpatient clinics, and within people's own homes. We also offer primary care services, a range of specialist community services, and Sexual

Assault Referral Centres.

With a combined budget of £865m for 2022/23, our ambition is to be a leading, digitally-enabled teaching hospital Trust.

### Training and development

The Royal Devon is a university hospital Trust and is one of the NHS partners of the University of Exeter College of Medicine and Health and of Health Education England and we have a thriving programme of undergraduate teaching and training for medical students. We also enjoy close ties with the University of Plymouth and Bolton University for the training and development of nurses and midwives. We work with local colleges to offer qualifications that can launch a career in health and social care and as a Trust we recently became an educational provider in our own right, enabling us to run apprenticeships in leadership management and clinical skills.

We want to help every person that works with us to achieve their ambitions and will continue to fund and invest in the development of our staff as well as the workforce of tomorrow.

### Research and innovation

The Royal Devon together with University of Exeter College of Medicine and Health run the Joint Research Office, a leading centre for high quality research, development and innovation in the South West. This exciting and productive relationship enables us to deliver outstanding and globally recognised research, transforming clinical care, technologies and medicines for people locally, nationally and worldwide.

Our innovation hub works with partner Health Enterprise East, to evaluate and develop new innovations and ideas to keep us ahead of the curve. Our research and innovation is based in a purpose-built unit within the Research Innovation Learning & Development building in Exeter. It has highly trained research-dedicated nurses, scientists, doctors and support staff. The outstanding research facilities include bespoke wards and consulting rooms, sample handling laboratories and specialist equipment for investigating exercise, physiology and metabolism.



 The Research Innovation Learning & Development Building in Exeter

We are actively involved in a number of research projects. Some of the highlights for 2021/22 include:

**Research activity** - Over 600 participants joined a research study this year, the majority in COVID-19-related research, including:

- 320 inpatients with COVID-19 enrolled into the ISARIC CCP study. The data links directly into SAGE.
- RECOVERY, the largest COVID-19 treatment trial in the world enrolling over 47,000 participants. It has identified effective drugs to support the treatment of COVID-19 whilst eliminating several other ineffective drug treatments.
- The GENOMIC study has recently reported on some key genetic differences with immune responses in COVID-19 patients

**Allied Health Professionals Research activity – The HERO** (Home-based Extended Rehabilitation of Older people) study evaluated the effectiveness of the Home-based Older People's Exercise (HOPE) programme as extended rehabilitation for older people with frailty discharged home from hospital or intermediate care services after acute illness or injury.

**Commercial studies** - We recently opened our first two commercial studies for several years and both recruited their first participant within days of opening. The Cardiology and Upper GI surgical teams have demonstrated great engagement working closely with the research team to identify potential patients for these studies. This success will pave the way for more commercial activity which will benefit our local population and enable the research department to invest in more capacity.



**First academic department in the Trust** - In a first for the South West, the Upper GI and Abdominal Wall Surgical Department was designated an Academic Department in July 2021. Under the leadership of Mr John Findlay, the department have over 250 academic publications between them, and lead on high quality research which directly benefits our local patients. The awarding of Academic Department status will enable the department to continue this pioneering work and ensures that our patients benefit from the wealth of experience both from the Trust and the University Of Exeter College Of Medicine.

**‘Excellence in Healthcare Delivery’ award** - A team at the South West Genomics Laboratory Hub received national recognition for developing a diagnostic service that enables rapid identification of rare genetic diseases in acutely unwell children. The team developed a diagnostic technique that can analyse children’s DNA and identify rare genetic disorders much quicker than was previously possible.

**Acute Sector Innovation of the Year award** - A national at-home finger prick blood collection and testing service which gives patients greater control over their own health, designed and developed by the Blood Sciences Team, won the Health Service Journal Acute Sector Innovation of the Year Award. Since the service went live in March 2021, the team has performed over a thousand tests for clinical and research services.

A number of recent innovations are also actively improving patient experience and reducing waiting times, including:

**State-of-the-art Haematology analysers** – implementing this new technology has improved the quality of our services, freed up valuable time for clinical teams, and reduced the turnaround time to diagnosis from 45

minutes to 16 minutes. Cell images are now digital and can be viewed remotely from any PC as part of the Trust’s continued digitisation of patient records.

**Limbus AI Contour** - Using this artificial intelligence system we have been able to speed up the planning process for radiotherapy, reducing the average contouring time from 2 hours to just over 30 minutes per patient.

**Remote consultations** – following positive patient feedback, we are continuing to invest in this innovative approach with the intention of procuring a Devon-wide video appointment platform for secondary care. We know from the feedback we receive that patients who have tried a video appointment really like them, plus it saves them money, time, worry and in some cases pain and discomfort of travelling to hospital for an outpatient appointment.

### Investing in the future

We are fortunate that despite the global pandemic and unprecedented demand for our services, we have been able to invest in a number of digital and physical infrastructure improvements that will help to ensure excellent patient care in the future.



"We are improving patient experience through innovation"



**Epic electronic patient record** – was successfully launched at the RD&E in October 2020 and we plan to rollout the system in Northern Devon in July 2022, giving us a common electronic patient record across our services. This will help us to modernise the services we deliver to our patients, making the best use of digital technologies and helping to mitigate the rurality of our county.

**MyChart app** – is currently being used in pilot areas and allows two-way communication between patients and their clinicians, supporting continuous health monitoring between formal outpatient appointments. We hope to develop this system further over the next 12 months to include wearable technology - such as smart watches - to automatically communicate health data between patients and clinical teams.

**MyChart Patient Portal** - is also one of our priority development areas. We have a goal of registering 100,000 patients to have their patient record at their fingertips by the end of 2022/23, and will also have implemented an electronic 'self' booking service to give patients the opportunity to choose a convenient appointment. We will improve outpatient appointment services by empowering patients and ensuring they can access the right clinicians



*"Digital technology and a shared patient record presents us the opportunity to improve how we deliver care for our patients, both in our hospitals and remotely."*

**Adrian Harris** Chief Medical Officer

in the right environment.

**Our Future Hospital** - During 2021/22 we developed our plans for renewing North Devon District Hospital, as a result of its inclusion in the Government's New Hospitals Programme. These programmes of work will provide fantastic opportunities for our staff and patients, helping us to modernise and improve the way we deliver care.

**New orthopaedic ward** - the new £1.9 million Jubilee ward opened at North Devon District Hospital in May 2022. The modular ward provides 10 beds that are set aside for planned orthopaedic surgery, such as knee and hip operations, helping reduce waiting times for patients.

**New diagnostic equipment** – including two new CT (computed tomography) scanners for North Devon District Hospital (NDDH) in Barnstaple. £3m has been invested in the project, which includes £2.3m of Government funding.

**Neuroimaging Centre** - The University of Exeter Medical School's new Mireille Gillings Neuroimaging Centre opened on the RD&E Wonford site in March 2021. The new Centre enables researchers to build on current clinical trial expertise through innovative use of state-of-the-art brain-scanning technology and techniques and become the leading clinical trial centre in Europe for trials focussing on Parkinson's disease, dementia, and brain health.

**Nightingale hospital transformation** - the Nightingale Hospital Exeter has increased the capacity across Devon for planned care. Our staff and those at our partner organisation have transformed the space from a COVID-ward into a diagnostic and treatment centre providing orthopaedic,

ophthalmology, rheumatology and diagnostic services, and we are proud to see fantastic patient feedback for the facility.



 University of Exeter's new Mireille Gillings Neuroimaging Centre

Meet our Board of Directors	Our Board of Directors is led by the Chairman of the trust and is made up of Executive and Non-Executive Directors. <div></div>
Meet our Governors	The Royal Devon’s Council of Governors consists of 31 Governors; 22 Public Governors, 7 Staff Governors and 2 Appointed Governors.
Our corporate strategy	Our strategy defines how we will work together to build a health and care system that delivers for all, now and into the future. See the highlights here. <div></div>
Our approach to inclusion	For us, inclusion is about positively striving to meet the needs of different people and creating environments where everyone feels respected and able to achieve their full potential. <div></div>



## Strategic alliance formalised

Torbay and South Devon NHS Foundation Trust (TSDFT) and The Royal Devon University NHS Foundation Trust) have agreed to form a Strategic Alliance which will see the organisations collaborating more closely to secure sustainable, high-quality patient care for local populations into the future. The Trusts have underpinned this agreement with a Memorandum of Understanding.

Our approach aligns to the recent **Government white paper** which heralds a new, collaborative approach to delivering healthcare amongst NHS providers.

TSDFT, and the Royal Devon have been working together informally for some time as part of the SEND (Southern, Eastern, Northern Devon) acute network and have strengthened their collaboration over the past 12 months as the organisations have worked together to respond to the COVID-19 pandemic and recover elective care.

During the Covid pandemic we worked collectively to staff the Exeter Nightingale Hospital and have supported each other with urgent and elective care capacity to ensure the best possible care for our patients across South, East and North Devon.

Having experienced the benefits of collaboration and mutual support, the organisations are building on this success through a SEND Strategic Alliance to ensure collaboration on all areas of our acute provision, in particular taking a SEND networked approach to pathology which will strengthen our services across the geography in the interests of patient care as well as alignment of our investment plans at North Devon District Hospital and Torbay Hospital as part of the Government's Health Infrastructure Plan.



*“The Strategic Alliance will see us collaborating on all strategic and transformation opportunities and all opportunities for incoming investment. We will be considering our resources, workforces, and challenges together and making decisions in the best interests of the whole population.”*

*Suzanne Tracey, CEO*

## Working together across Devon

The Royal Devon works as part of an Integrated Care System (ICS) that joins health and social care organisations together with local communities across Devon, Plymouth and Torbay to improve people's health, wellbeing and care.

Under new structural arrangements relating to ICSs, clinical commissioning groups will be dissolved. CCG staff will transfer to the new organisation and work closely with the three local authorities, NHS trusts, general practice, community services, mental health services, and the voluntary and community sector to provide joined up care that improves the health of all residents.

Central to the success of the ICS for Devon will be collaboration and partnerships, with organisations seeking to build on the progress made in recent years and the close working forged during the pandemic. Recent examples of partnership working include provider organisations in Devon providing mutual aid throughout the pandemic while all parts of the system have worked hard to create additional social care capacity in the face of severe operational pressures. The monthly One Devon Bulletin showcases successes and good practice in partnership working and collaboration



**ICS Vision: Equal chances for everyone in Devon to lead long, happy and healthy lives**

[Find out more](#)

across the system.

Devon had made good progress in starting to address longstanding financial challenges before the COVID-19 pandemic halted work to make the health and care system more efficient. NHS England is now providing additional assistance to make the changes needed through a new Recovery Support Programme. The level of support provided by NHS England is rated from one to four, with four being the most intensive support. The Devon system is being provided with Level Four support and welcomes the assistance in addressing these historic challenges and issues.

### **System achievements**

Throughout the last year staff and volunteers across Devon have continued to rise to the challenge of rolling out the fastest vaccination programme in British history. More than 2.7 million COVID-19 vaccinations had been given in Devon by mid March 2022, with the team rapidly accelerating the booster programme in December in response to the Omicron variant. Over 93% of Devon residents aged over 12 have had at least one COVID-19 vaccine dose. Spring boosters began in March and vaccinations for all 5-11s are due to be offered in early April.

NHS Devon Clinical Commissioning Group has worked closely with diverse communities to ensure the vaccine programme is accessible to all. Support materials have been provided in over 30 languages. 39,303 vaccinations have been given across 338 outreach clinics by February 2022. These include: local mosques; workplaces with large numbers of migrant workers; bespoke sessions for people with learning disabilities, experiencing homelessness, asylum seekers and undocumented migrants; a mobile vaccination unit targeting areas of deprivation and clinics run with the

Devon & Cornwall Chinese Association in Plymouth and Exeter. 20 Vaccine ambassadors have been recruited and worked with hundreds of people from diverse communities acting as trusted community members providing accurate information.

The vaccination programme has run against a backdrop of often very high community rates of COVID-19, leading to a high number of inpatients with COVID-19, high sickness absence rates and outbreaks among adult social care providers through much of the year. This has continued to affect capacity across Devon's health and care system and impacted on work to reduce the elective backlog caused by the pandemic.

Despite these significant challenges, additional facilities have been introduced to support elective and diagnostic capacity including modular ophthalmology theatres at University Hospitals Plymouth NHS Trust and a mobile urology unit at Torbay and South Devon NHS Foundation Trust and Northern Devon Healthcare NHS trust. The design and location of the NHS Nightingale Hospital Exeter has allowed the building to be adapted for new uses, and it opened in March 2022 to provide diagnostic scans, orthopaedic theatres, an ophthalmology unit and rheumatology services.







## About the role

We are looking for an exceptional individual to help us shape the future of our newly formed NHS Trust. An individual who has a background in a legal or clinical field and ideally some experience of digital and transformation management.

We have really strong ambitions for what we can achieve together and this role will help to develop meaningful decision-making and strategy at a pivotal point in our organisation's history. There has never been a more exciting opportunity to make a difference.

As our newest Non-Executive Director, you will bring skills and expertise borne from extensive experience of leading large complex organisations through major organisational change. You'll be flexible in approach with an ability to engage and inspire but above all, your personal values will be aligned to our own. You will have the vision, independence of judgement and commitment to support us to deliver the highest quality healthcare possible to the people of Devon.



## The role of a Non-Executive Director

Download the role profile, person specification and supporting information.

Find out more



## Supporting information

Click here to view more information about the role.

Find out more



# What's next?

## Our timeline for recruitment

Our timeline for recruitment

Closing date for applications: **Monday 1st August**

Preliminary interviews with GatenbySanderson: **w/c 22 and 29 August**

Final panel and stakeholder meetings: **w/c 19 September**

Candidates will be selected for interview based on how closely they demonstrate their skills and experience in relation to the job description and person specification.

Applications should consist of a full **curriculum vitae** detailing career and achievements, as well as a **supporting statement** which addresses the role description and person specification. Applications should be made via the GatenbySanderson website.

GatenbySanderson  
website



Our recruitment process has been adapted and carefully designed to consider any social distancing guidelines.

In addition, please ensure that you provide the following information:

- Daytime, evening and/or mobile telephone numbers as well as your personal email address (to be used with discretion)
- Contact details for two referees. Referees should be people who can comment authoritatively on you as a person and as an employee and must include your current or most recent employer or his/her authorised representative. Confidential references are taken up on candidates shortlisted for formal interviews. However, we will refer back to you for confirmation that referees may be approached before any contact is made with them
- Confirmation of your availability for meetings on key dates as outlined

Once the closing date for applications has passed, applications will be evaluated according to the person specification and the Selection Panel will select which candidates will be invited to take part in the initial stage of the process.

Contact Melanie Shearer at GatenbySanderson for an informal conversation about the opportunity.



Email

Melanie Shearer



07785 616548

Melanie Shearer



Visit the  
GatenbySanderson  
website



**Royal Devon  
University Healthcare**  
NHS Foundation Trust