The Royal Wolverhampton NHS Trust

Director of Human Resources and Organisation Development

Candidate Information Pack

June 2014
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Letter from the Chief Executive

I am delighted that you have expressed an interest in joining The Royal Wolverhampton NHS Trust.

We are one of the largest providers of acute and community health services in the West Midlands and I am proud to say that our current workforce, of nearly 7000 staff (soon to be 8000), are responsible for delivering nationally recognised excellence in healthcare.

The Trust is poised to take over services from Mid Staffordshire NHS FT following its dissolution and we are very positive about the opportunity to ensure good patient experience is delivered in a safe environment for the patients we serve. With our enviable and consistent reputation for delivering against key national targets and sound financial stewardship, we are in a fortunate position to be able to continue to invest in our future, which will enable us to remain at the vanguard of safe, patient focussed services.

To achieve this in such a challenging climate requires exceptional leadership and vision. With this in mind we are seeking to appoint a Director of Workforce and Organisation Development who will inspire and drive the programme of integration and change by developing a new workforce strategy which will embed our common values and deliver real organisational change.

If you are an experienced HR Director, or exceptional Deputy, who has significant experience of complex organisational re-design and are looking to join an organisation where you can make a real difference – we may well be the organisation for you.

Once again, thank you for your interest and I look forward to meeting you should you decide to progress with this fantastic opportunity.

David Loughton CBE
Chief Executive
About the Trust

The Royal Wolverhampton NHS Trust was established in 1994 and is a major acute Trust providing a comprehensive range of services for the people of Wolverhampton, the wider Black Country, South Staffordshire, North Worcestershire and Shropshire. It gained Cancer Centre status in 1997, was designated as the 4th Regional Heart & Lung Centre during 2004/05 and became one of the first wave Bowel Screening Centres in 2006.

The Trust is the largest teaching hospital in the Black Country providing teaching and training to around 130 medical students on rotation from the University of Birmingham Medical School. It also provides training for nurses, midwives and allied health professionals through well established links with the University of Wolverhampton.

In April 2011 the Trust completed a successful transaction to integrate with the community services from Wolverhampton City PCT and now provides an integrated community and acute service.

With a current operating budget of almost £380 million the Trust is one of the largest acute providers in the West Midlands having more than 800 beds on the New Cross site including intensive care beds and neonatal intensive care cots and 82 rehabilitation beds at West Park Hospital. As the second largest employer in Wolverhampton the Trust currently employs more than 6,700 staff. The Trust provides its services from the following locations:

- New Cross Hospital – secondary and tertiary services, maternity, Accident & Emergency, critical care and outpatients
- West Park Hospital – rehabilitation inpatient and day care services, therapy services and outpatients
- More than 20 Community sites – community services for children and adults, Walk in Centres and therapy and rehabilitation services

The Royal Wolverhampton NHS Trust has an excellent reputation for its clinical services and for whole system transformation in the delivery of clinical care, service reform and partnership working. In delivering services from a number of locations including outreach clinics the Trust is able to provide top quality emergency, community and secondary care services for the local population. It is also able to provide tertiary and specialist services both independently and through clinical networks to the wider population of the West Midlands and beyond.

The Trust is now set to integrate services from Mid Staffordshire NHS Foundation Trust, following plans to dissolve this organisation. This will mean an exciting and challenging programme of change which will grow the organisation to a turnover of £430m and with 8000 employees.

Find out more

You can read more about how we performed in previous years in our Latest Annual Report and Quality Account
Management Structure

Executive Directors

David Loughton CBE – Chief Executive
Mr Loughton joined our Trust in 2004 having had extensive experience as a Chief Executive within the NHS. During his career he has developed a new Medical School with Warwick University and achieved financial close on a £400 million new hospital PFI. He has now turned around one of the 17 most financially challenged Trusts in the NHS, whilst improving the quality of care provided to patients.

Mr Loughton is a member of the National Institute for Health Research Advisory Board and West Midlands Chief Executive representative for the NHS Confederation Council.

Cheryl Etches OBE – Chief Nursing Officer & Deputy Chief Executive
Ms Etches joined the board at Wolverhampton in June 2005 after holding the position of Deputy Director of Nursing at Heartlands Hospital in Birmingham. She has gained an international reputation for reducing healthcare acquired infections, as well as national awards for her infection prevention, dementia and patient safety initiatives. Cheryl has also worked in the healthcare system in the Middle East.

Gwen Nuttall – Chief Operating Officer
Ms Nuttall has over 20 years’ experience working across a diverse range of Acute Hospitals, having previously worked for local Government. Gwen has worked in various management roles at The Chelsea & Westminster Hospital, Barts and The London NHS Trust and more recently she was the Chief Operating Officer at West Suffolk NHS Foundation Trust.

Kevin Stringer – Chief Financial Officer
Mr Stringer has been in the NHS for 20 years and a Director of Finance for 8 years. He has worked at Director level at Birmingham Childrens Hospital and North Birmingham PCT (now Birmingham East and North PCT) where he was also Deputy CEO. His NHS career to date includes experience in Strategic Health Authorities, Foundation and NHS Trusts which incorporates Primary Care (GPs, dentists etc), Acute and Specialist (mainly in hospitals) Care and Community Care (District Nursing and Mental Health). He is an active supporter of Healthcare Financial Management Association where he is Treasurer for the West Midlands Branch.

Jonathan Odum – Medical Director
Dr Odum graduated from Birmingham University Medical School in 1984, and began his career as a Pre-Registration House Officer, at Sandwell DGH. He did most of his post-graduate training in the West Midlands including a 2 year research fellowship in North Staffordshire. He was awarded his MD thesis in 1993. He also spent two years working in Adelaide, South Australia gaining further experience and training in renal medicine before returning to the UK.

Dr Odum was appointed as Consultant Physician and Nephrologist at New Cross Hospital in 1993. He has held a number of managerial appointments since this time. He was appointed Clinical Director Renal Services in 1995 and Clinical Director of Medicine in 2002. Prior to his appointment as Medical Director, Dr Odum was Divisional Medical Director for one the Clinical Divisions at the Trust.
Maxine Espley – Director of Planning and Contracting
Maxine Espley has more than 20 years’ experience working in a diverse range of health and social care organisations.

A qualified Social Worker, Maxine has led the development and management of housing and care services for vulnerable groups including the establishments of a social enterprise providing health and social care and employment opportunities for the long term unemployed. Maxine has also worked as a Development Manager for a National Mental Health Charity in the not for profit sector.

Maxine joined the Board following the integration with Wolverhampton City PCT Provider Services where she was Managing Director.

Non-Executive Directors

Jeremy Vanes – Acting Chairman
Mr Vanes is Company Secretary for Wolverhampton Advice Agencies Consortium, Chief Executive of the Wolverhampton Citizens Advice Bureau and District Manager of the Sandwell Citizens Advice Bureau. He is a Regional Committee Member with the Legal Services Commission and a coordinator at What? Youth Advice Centre. Mr Vanes is also a community artist at Sandwell Social Services.

Janet Anderson – Non Executive Director (Senior Independent Director)
Dr Anderson was a Consultant Paediatrician at the Royal Wolverhampton NHS Trust from 1982-2007. During this time she was also Regional Advisor in Paediatrics to the Royal College of Physicians (1993-1997), Chair of the WM Regional Training Committee for Paediatrics (1997-2002), Chair of the General Professional Training Committee Royal College of Paediatrics and Child Health (1997-2002) and Paediatric Lead for Children’s, Young People and Maternity Reconfiguration Group, West Midlands SHA (2006-2009).

Dr Anderson is currently principal regional examiner in Paediatrics for the Far East (RCPCH 2007-2012) and Hon. Senior Lecturer for Birmingham Children's Hospital (1985-ongoing).

Mary Martin – Non Executive Director
Mary Martin has senior executive experience in both the public and private sectors. Her business focus has included strategy, business risk assessment, team building, change management, quality management, investigations, controls and reporting. Financing activities cover bank refinancing; private equity; acquisitions and disposals of business and major assets; and exit planning.

She currently runs her own small consultancy business having for four years been Pro Vice Chancellor of Birmingham City University. Prior to this her career has included working with Advantage West Midlands; a private venture fund manager focussed on technology start ups; and she was a Partner with Arthur Andersen, one of the largest international accounting practices.

Mary is a trustee of two major midlands based arts charities; Performances Birmingham and Midland Art Centre.
She is a Fellow of the Institute of Chartered Accountants and Oxford University engineering graduate.

**Sue Rawlings – Non Executive Director**

Mrs Rawlings is a Chartered Certified Accountant who has worked in the public, private and voluntary sector (last position: Finance and Development Director for Groundwork Black Country, an environmental charity). For the past 11 years she has been joint director of the regeneration consultancy firm RHCS, a well established, highly skilled consultancy firm working with a range of cross sector clients from the voluntary/community/charitable and public sectors, thus widening her skills. Sue has extensive experience in evaluating the effectiveness of public expenditure and has recently worked with the British Red Cross, conducting older people's needs assessments in the South West and North of England. The changing Health Arena is a particular area of interest. Previously a local improvement advisor appointed via IDeA to the Regional Improvement Efficiency Partnership in the West Midlands, she is also a Trustee of Beacon Centre for the Blind.

**Rosi Edwards – Non Executive Director**

Before joining the Board, Rosi worked for the Health and Safety Executive as Regional Director for Midlands, Wales and the South West. She started her career as HM Inspector of Factories in South Yorkshire and moved to the West Midlands in 1987, where she held a variety of senior management posts.

**Professor Deirdre Kelly – Associate Non-Executive Director**

Professor Kelly is a Consultant Paediatric Hepatologist at Birmingham Childrens Hospital NHS Foundation Trust, and Professor of Paediatric Hepatology at the University of Birmingham. She is on the Council of the General Medical Council, a member of the Advisory Group on Hepatitis and a Governor of the Health Foundation. She has been a Commissioner on the Healthcare Commission and the Care Quality Commission and President of a number of national and international societies.

**Roger Dunshea – Associate Non-Executive Director**

Roger Dunshea has worked in the NHS in Scotland, Wales and England in a variety of positions including Staff Nurse, Project Manager, Clinical General Manager and Executive Director roles. Between 1997 and 2013 he was a Director with Ofwat (the economic regulator of the water sector in England and Wales) with responsibilities covering finance, information systems, human resources and procurement. He has been the chair of governors at a central Birmingham high school and a non executive director with the Shrewsbury and Telford NHS Trust. He is a member of the General Chiropractic Council, and an independent member of the Medical Research Council's Audit and Risk Committee and Finance Committee. He has recently been appointed as an independent member of the Equality and Human Rights Commission's Audit and Risk committee. He is a volunteer field worker with Natural England. He is a Chartered Public Finance Accountant and Fellow of the Geological Society.
Trust Board Vision, Values and Strategic Goals

The integration of services from Mid Staffordshire NHS FT will require a significant programme of change and as a consequence the Trust will need to redefine its overarching strategy. This role will set the people and organisational development strategy in support of this, which may ultimately redefine the Trust’s current values set.

Our Vision, Values and Strategic Goals

Our vision and values play an important role in describing the principles and beliefs that underpin the way in which we do business. They provide the checks and balances to make sure that all our plans improve the experience for our patients.

Our Vision

An NHS organisation that continually strives to improve patients’ experiences and outcomes

Our Values

Patients are at the centre of all we do.
We maintain a professional approach in all we do.
We are open and honest at all times.
We involve patients and their families and carers in decisions about their treatment and care.

Working together we deliver top quality services.
We work in partnership with others.
Working in teams we will recognise and respect our differences.
We support each other as members of the Trust.

We will be innovative in how we work.
We make it easy to do the right thing.
We continue to improve the experiences of those who use our services.
We encourage and support people who lead change.

We create an environment in which people thrive.
We empower people to explore new ideas.
We act as positive role models.
We work hard for our patients.
We recognise achievements.

The Trust has an important role to play not only in improving the health and social care services for the local population but also in continuing regeneration of the City of Wolverhampton as a vibrant multicultural and diverse community. It is important to us that we are efficient in our delivery of services and are seen as a socially responsible organisation. Our strategy enables us to use the cultural diversity of the population we serve to stimulate innovation in the way we deliver services. Our relationship with our members and governors ensures we focus on issues that make difference to local people. Our strategic goals are as follows:

- To provide our patients and staff with a safe environment, supported by the appropriate estate, equipment and facilities.
- To be an employer of choice with a motivated, productive and committed workforce.
To achieve a balance sheet demand and capacity with integrated working and seamless services within the hospital and the wider health community.

To progressively improve the image and perception of the Trust.

To be in the national NHS top quartile of benchmarks and targets.

To achieve our Long Term Financial Plan and Service Modernisation objectives.

To be a high quality educator.

To develop and improve our service portfolio.

To develop our position as a tertiary centre.

To consolidate our position as a leading healthcare provider operating in a commercial environment.

Principle Objectives within first 6 months

The new Director of Human Resources & Organisation Development will be a key facilitator in the integration programme with Mid Staffordshire NHS FT, developing workforce management interventions to support the new organisations future success. The post holder will also:

- Provide assurance that the HR mechanisms and structures are in place to meet the requirements of internal and external reports.
- Maximise the impact of the HR Directorate to support the Trust to recruit and retain a quality workforce that provides excellent patient care.
- Maximise the contribution of the HR Directorate to support the Trust to enable the workforce to perform.
- Implement leadership and development interventions to equip the organisation to deliver the strategic objectives.
- As a member of the Trust Board participate in the wider leadership of the Trust.
The Role

**JOB TITLE:** Director of Human Resources and Organisational Development

**RESPONSIBLE TO:** Chief Executive Officer

**ROLE SUMMARY**
As a Director and member of the Trust Board with corporate responsibility for the management and governance of the hospital, the post is accountable for ensuring the delivery of the highest quality Human Resources and Organisational Development support, in order to enable the Trust to deliver its strategic objectives. The post holder is a non-voting member of the Trust Board.

**KEY RELATIONSHIPS**
It is essential that the Director of Human Resources and Organisational Development has good working relationships with a wide range of individuals and organisations. These include:

- Board members, the Executive Team, senior managers and other staff.
- Key individuals within Health Education West Midlands.
- Directors of Human Resources in neighbouring organisations.
- Union Representatives and Staff Governors.
- Other personnel within the local health community and across other agencies.

**KEY TASKS**

**Strategy and Organisation**

- Advise and report to the Chief Executive, Trust Board and senior management on all matters relating to Human Resources and Organisational Development within the Trust.
- Ensure that the HR function is proactive and influential in its contribution to the Trust’s operational and strategic business plans.
- Develop and provide appropriate human capital performance measures to ensure that the hospital can make informed decisions about its workforce.
- Actively contribute to, and influence the formulation of, the Trust’s strategic and operational business plans.
- Evaluate the Trust’s overall performance (with other Board members) against corporate objectives and advise the Chief Executive and other Board members of any action necessary with regard to Human Resources and Organisational Development issues.
Work collaboratively with other Board members, sharing corporate responsibility and accountability for setting objectives and achieving targets to ensure continuing viability of the hospital.

Take the lead in developing and implementing Human Resources and Organisational Development Strategies to support the hospital's business plans.

Ensure the development and delivery of national priorities and targets and demonstrate achievement of these as a part of national and regional reporting e.g. National Staff Survey.

Develop and maintain workforce communication processes which actively inform and engage staff in the delivery of the hospital's vision.

Act as a change agent within the hospital, providing leadership and support particularly at Board and senior management levels.

Promote a positive image of the hospital with appropriate external professional/ NHS/ Government and other organisations.

Team Management

Engage in the range of performance management activities with direct reports in support of performance appraisal, development and training planning, coaching etc. acting as exemplar/role model to the hospital and its managers.

Inculcate a culture of “customer management” and commercial acumen within and across the Human Resources directorate.

Lead the directorate to ensure a culture of continuous improvement and professional excellence is achieved.

Produce and achieve an annual business plan for the HR Directorate which directly supports the Trust’s corporate objectives and strategic plan.

Actively contribute to successful team working of the Trust Board and Executive Team members to enhance the success and effectiveness of the Trust.

Resourcing

Advise, guide and report to the Chief Executive, Trust Board and senior managers on workforce development and planning strategies.

Lead on establishing a resourcing strategy and supporting processes which will ensure that the hospital's integrated business plan can be delivered by the right people, in the right place, at the right time.

Provide leadership in enhancing workforce productivity.
• Ensure the implementation of the HR related provisions of Government policy e.g. Patient Choice, Clinical Governance etc.

Training and Development

• Ensure the development of a robust leadership and training strategy and that a supporting annual plan is in place to meet the capability and capacity needs of the hospital.

• Devise and implement robust measures in support of identifying return on investment on critical employee development initiatives.

• Ensure that the Human Resources team has the range of competencies required to deliver the range of services and products which, where appropriate, will establish and maintain leading edge Human Resources practices.

• Coach other Human Resources members to enhance their professional practice and increase professional confidence.

Organisation Development

• Provide leadership in the development and sustaining of a culture which places safety and the patient experience at the centre of the hospital’s purpose.

• Promote effective change management practices within the hospital, providing leadership and support particularly at Board and senior management levels.

• Devise support mechanisms which underpin a culture of patient care and service.

• Provide leadership in contributing towards a culture of employer of choice for service-critical roles and professions.

• Develop innovate strategies which successfully integrate the welfare and well-being of employees into the values and objectives supporting the business plan.

Employee Relations

• Ensure that employee relations issues are an integral part of the Human Resources Strategy and Operational Plan to reflect the Trust’s commitment to the engagement of the workforce and its espoused values.

• Ensure the Trust’s compliance with employment legislation and proactively advise the Chief Executive and Trust Board of the implications of new legislation. Act as the expert counsel on employment law matters to the Board, HR Directorate and line managers.

• Develop and maintain effective industrial relations working in partnership with staff representative bodies.
• Ensure the Trust’s compliance with Equal Opportunity and Diversity legislation and that this is in line with the philosophy and values of the Trust.

**Service Delivery**

• Provide leadership to the Trust’s Board & senior managers on all related human resources management (HRM) issues.

**Budget Management**

• Manage the Directorate service budgets and other allocated corporate budgets to meet the hospital’s strategic and operational business plans.

**Other Matters**

• Participate in the executive director on-call arrangements.
Person Specification

SUMMARY

The successful candidate for the Director of Human Resources and Organisational Development post will be a strong corporate player with an understanding of the services delivered by the Trust as well as the link between good people management and an excellent patient experience. They will exemplify the standards of integrity, probity and confidentiality expected of all health service staff.

QUALIFICATIONS

- Graduate level or equivalent with appropriate postgraduate qualifications.
- Appropriate professional qualification e.g. CIPD membership

KNOWLEDGE AND EXPERIENCE

You must be able to demonstrate:

- Experience of Human Resources practice ideally in the Public or not for Profit Sector
- Thorough understanding of contemporary HR practices
- Budgetary accountability
- Minimum 4 years senior management experience in a large complex organisation
- Evidence of leading significant change
- Tactical understanding of employment law issues
- Has current understanding and broad knowledge of the whole NHS context including knowledge of the national agenda and the impact on the NHS

ESSENTIAL PERSONAL ATTRIBUTES

- Ability to think strategically and analytically
- Political awareness
- Drive, energy, enthusiasm and determination
- Ability to develop strong working relationships and to motivate staff and others
- Achiever
- Enthusiastic team player
KEY COMPETENCIES

- Maintain and positive ‘can do’ sense of confidence.

- A high degree of self-awareness of own emotions, the impact on the emotions and behaviours of others and being sensitive to the needs, values and beliefs of others in personal interactions.

- Able to pace themselves, staying for the long haul when necessary. Through self-management and awareness of own emotions able to regulate behaviour even when provoked.

- Desire to make a real difference to people’s health and to the working lives of staff so they can contribute to and/or deliver an excellent patient experience.

- A commitment to the highest ethical and professional standards, the values of public service and the NHS and the core values and behaviours of the Trust.

- Excellent communication skills both verbal and written and the ability to represent the Trust in front of staff, patients, the public and the media.

- Show caring and well informed management of our most important resource, our staff, including proper involvement, support, personal development and sensible delegation.

- Able to collaborate with a wide range of internal and external stakeholders
**Application and Selection Process**

All applications will be acknowledged. Candidates wishing to apply will need to submit the following:

- A CV with full employment history with details of budget and numbers of people managed, relevant achievements in recent posts and latest remuneration;

- A supporting statement giving evidence and examples of your ability to meet each of the criteria in the job description and person specification and the NHS leadership Framework

- A statement of conflicts of interest: if you, your spouse, dependants, business partner or associate have any business interest or other activities which are or could be perceived as a conflict of interest with the activities of this organisation, you should declare that in your application;

- A clear statement if you have a problem with any of the dates set out in the section on the recruitment process. Please give details in your covering letter;

- A Diversity Monitoring online Questionnaire. This form will not be disclosed to anyone; involved in assessing your application; and

Please indicate two possible referees. References will be taken after final interview for the successful candidate only and will be taken with the prior consent of the candidate.

It is also helpful to have daytime, evening and mobile telephone contact numbers and a preferred e-mail address for all correspondence that will be used with discretion.

Please submit your full application to [veredushealthteam@veredus.co.uk](mailto:veredushealthteam@veredus.co.uk) quoting reference 16649.

The recruitment timetable is as follows:

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<tr>
<th>Activity</th>
<th>Timeline</th>
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<tbody>
<tr>
<td>Close Date</td>
<td>13th June 2014</td>
</tr>
<tr>
<td>Interviews with Veredus</td>
<td>From w/c 2nd June 2014</td>
</tr>
<tr>
<td>Shortlisting with the Trust</td>
<td>w/c 30th June or w/c 7th July 2014</td>
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<tr>
<td>Informal visits to the Trust</td>
<td>From shortlisting onwards</td>
</tr>
<tr>
<td>Final Selection interviews by the Trust</td>
<td>w/c 14th July 2014</td>
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If you any queries on the role or wish to contact the Consultants leading this assignment to arrange a confidential discussion, please contact either:

- Simon Potts, Director of the Health Practice on 07880 188999 or Simon.Potts@Veredus.co.uk
- Annette Sergeant, Director and Head of the Health Practice on 0207 932 4393 or Annette.sergeant@veredus.co.uk
Equality and Diversity Monitoring

You are invited and encouraged to complete the Equality and Diversity Monitoring Form which can be found [http://jotformpro.com/form/32673689904973](http://jotformpro.com/form/32673689904973) Veredus is accredited by the Investors in Diversity and the information collected is important to us as a means to ensuring continued best practice in the promotion of diversity. The information on this form is important and will be treated as confidential and used for statistical purposes only. This form will not be treated as part of your application, and will not be seen by anyone involved in the selection process.