

# Non-Executive Director Recruitment Pack 2020

**We Care, We Discover, We Teach**





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# Introduction

Thank you for your interest in a Non-executive Director role at The Christie NHS Foundation Trust.

The Christie is one of Europe's leading cancer centres and an international leader in cancer research. We are a performance-driven and high-achieving organisation, with the patient at the heart of everything we do.

Our Strategy describes our ambition to be one of the leading integrated cancer centres in the world.

Our combination of service, research and education makes us special and we use a strong business approach to develop our services.



*Christine Outram*

CHAIR

Our ambitious strategy includes developing further our unique network of Christie radiotherapy centres and the creation of a state of the art research building in partnership with Cancer Research UK and the University of Manchester.

It is our skilled and committed staff who are the 'jewel in our crown' and we strongly encourage a culture of innovation and high quality care for patients, alongside performance management and responsibility.

As a Non-executive Director, you could have a unique opportunity to be part of a dedicated team who play a pivotal role in the treatment and care of our patients, leading edge research and professional education.

# Our story so far

## Background

The Christie is one of Europe's leading cancer centres, treating around 60,000 patients a year. We have a history of over 100 years of leading cancer care. We provide a regional service and have ambitions nationally and internationally.

We are based in Manchester and serve a population of 3.2 million across Greater Manchester & Cheshire, but as a national specialist around a quarter of our patients are referred to us from other parts of the country.

We have;

- approximately 3,000 staff
- an annual turnover last year of £359 million
- the largest radiotherapy department in the world on our main site in south Manchester plus radiotherapy centres in Oldham and Salford;
- we deliver chemotherapy treatment through the largest chemotherapy unit in the UK, as well as via 13 other sites, our mobile chemotherapy unit and in patients' homes.
- we provide highly specialist surgery for complex and rare cancers;
- a wide range of support and diagnostic services;
- a private patients' suite to increase income for our NHS services.
- the first NHS organisation in the UK to deliver high energy proton beam therapy
- early clinical trials unit delivering over 400 trials at any one time;
- international leader in research, with world first breakthroughs for over 100 years;
- ranked as the most technologically advanced cancer centre in the world outside North America;
- ranked as the best in the UK for cancer research in Manchester, most of which is undertaken on the Christie site;
- part of the Manchester Cancer Research Centre in partnership with The University of Manchester and Cancer Research UK;
- our charity is the second largest hospital charity in the country with 50,000 active supporters to help bring in around £14 million a year which helps fund our research and additional patient services;
- we have Organisation of European;
- Cancer Institutes (OEI) Accreditation
- provider of cutting edge immunotherapy such as CAR-T therapy

international leader  
in research, with  
world first  
breakthroughs for  
over

**100  
years**



# Our Ambitions

The Christie specialises in cancer treatment, research and education and is the largest single site cancer centre in Europe.

Treating around 60,000 patients a year from across the UK, we became the first UK centre to be officially accredited as a comprehensive cancer centre and have our own dedicated hospital charity.

In 2016 and 2018 we were rated 'Outstanding' by the Care Quality Commission becoming the first specialist trust in the country to be given its highest accolade twice, and warmly described by the CQC as 'a leader in cancer care' and 'pioneers in developing innovative solutions to cancer care.'

The Christie employs around 3,000 staff, all of whom are determined to provide the best possible cancer care and patient experience.

Our experts have been pioneering cancer research breakthroughs for more than 100 years and The Christie is well known for many world firsts which have advanced cancer treatment on a global scale. Housing the largest single site early phase clinical trials unit in the UK, we have an excellent reputation as an international leader in research and innovation, which is further strengthened by being a partner in the Manchester Cancer Research Centre (MCRC) and Health Innovation Manchester.

A core element of The Christie is education. With its own School of Oncology, the first of its kind in the UK, The Christie educates healthcare professionals from across the country, enhancing the patient experience and promoting developments in cancer care.

While continuing to focus on our specialist areas of cancer treatment, research and education, The Christie has used the findings from extensive consultation as part of the 20:20 Vision process to drive the Trust forward, and further enhance services, not just in the UK, but across the world. Following on from this process we looked again in 2018 at the ambitions we have to continue to improve services for our patients.

Our Strategy expands on the work we have done and describes our ambitions for the future. Our vision continues to focus on the four themes identified through our engagement exercise for the 2020 Vision:

## **1. Leading cancer care**

## **2. The Christie experience**

## **3. Local and specialist care**

## **4. Best outcomes**

Some of our ambitions and plans surrounding each of these themes are outlined in [Our Strategy](#).

These were developed through a process of consultation with our staff, board and governors.



## Regulator Ratings

### NHS Improvement segmentation

The Christie continues to be in segment 1, the best possible rating. This means we have achieved all our quality indicators, continue to be rated as a low risk organisation and our finances are in a good position.

## Joint Ventures

Our aim is to maximise opportunities for generating surpluses from non NHS funded cancer services to reinvest in NHS provision.

### Private Patients

The Christie is part of a Joint Venture partnership with Health Care Corporation of America. This added up to £14m additional investment into the expansion of our private patient activities. Increased profits from this allow significant additional developments for The Christie at a time when NHS funding is limited.

The Christie Clinic is a joint venture limited liability partnership owned 50:50 and run by The Christie Clinic board made up of 3 Christie executive directors and 3 directors from HCA International. HCA International has operational responsibility for the day to day running of these services.

### Pharmacy

The Christie Pharmacy Limited was established in October 2017 and provided the pharmacy dispensary service from December 2017. It is a wholly owned subsidiary of The Christie NHS Foundation Trust, who is the sole shareholder in the company. The company manages the dispensing function for outpatient, homecare and inpatient services for the Trust, and charges the associated management fees and drugs costs.

Since its inception the Pharmacy has aimed to improve the dispensing service for patients at the Trust. There has been significant improvement in waiting times since April 2018. This has been achieved through continued improvements to its operational process and recruitment and development of colleagues in the unit.

### Pathology

In June 2014 The Christie entered into a joint venture agreement with Synlab UK Ltd which is the UK division of one of the largest European independent providers of pathology services. This partnership has improved turnaround times for our patients whilst maintaining delivery of high quality results.

The partnership began on 1st June 2014 when staff, equipment and facilities of The Christie's pathology laboratories transferred to the joint venture. The Christie Pathology Partnership draws on the European expertise of Synlab combined with the established cancer expertise at The Christie to become the leading specialist oncology pathology provider in the UK. With the increasing personalisation of cancer treatment through advanced diagnostic techniques, Synlab's expertise supports clinical excellence at The Christie.





## The Christie Charity

The Christie charity raises money to fund projects at The Christie which fall outside the remit of NHS funding. It is the second largest hospital charity in the country, with over 50,000 people supporting our fundraising efforts through a wide variety of activities and events. Each year our charity raises approximately £13 million which has helped to fund additional services and world class research. These include funding our information centre, offering complementary therapies, wigs and headwear, counselling and financial advice, supporting our radio-pharmacy project, and providing a range of equipment including new chemotherapy chairs, CT scanner and plasma information screens in waiting areas. In addition our charity is helping to fund the radiotherapy centre at Macclesfield and the Paterson site redevelopment.

The Christie NHS Foundation Trust is the corporate trustee of the charity. Members of the board of directors and the charitable funds committee act as agents on behalf of the corporate trustee and our board of directors is also our charitable funds committee.

The charitable funds committee is responsible for the overall management of the charity and is required, amongst other responsibilities to manage the affairs of The Christie Charitable Fund within the terms of its declaration of trust and appropriate legislation. It ensures funding decisions are appropriate and consistent with the charity and NHS Foundation Trust objectives and provides added value and benefit to the patients and staff.





# New Developments

## Approved Plans

A number of major capital projects have been identified as key to delivering The Christie Vision including the delivery of the following big initiatives;

### The Paterson site redevelopment

Our new research facility is being custom designed to enable easy collaboration between hundreds of researchers and clinicians. The lower three floors include walkways directly into The Christie hospital, providing real-time access to patients. This unique approach will help deliver answers to cancer more quickly. The new facility will bring together the largest group of cancer consultants and multi-disciplinary scientists in the UK.

#### It will:

##### INTEGRATE

a further 400 researchers and staff to the existing headcount to speed up the pace of progress.

##### CO-LOCATE

clinical staff with laboratory-based researchers to enable closer collaboration and to drive forward improvements for patients.

##### DEVELOP

a world-leading centre of excellence for biomarker research.

##### INSPIRE

the scientific leaders of tomorrow and attract emerging talent with a new post-graduate education centre.

##### CONNECT

with the local community through a dedicated public education space and café on the lower ground floor.

##### PROVIDE

a collaborative research space to further joint research programmes with other leading research institutes.

This is a space that will attract and retain the world's best and brightest minds as well as developing commercial interest from some of the world's largest pharmaceutical companies and other industry partners.

But most importantly, this research facility will lead to more clinical trials and will fast-forward our progress in developing new approaches to preventing and detecting cancer to improve patient outcomes and increase survival.

### The Christie @ Macclesfield

The Christie at Macclesfield will transform cancer care in East Cheshire. It will provide care closer to home for more than 1,500 existing Christie patients a year. The ambitious new centre will bring together essential cancer services into one purpose-built building. It will deliver local specialist access to:

- radiotherapy,
- chemotherapy,
- holistic support and information services,
- outpatient care,
- palliative care, and
- a wider range of clinical trials than at present.

The new facility received planning approval in September 2019. The Christie at Macclesfield will provide the highest standard of cancer care for patients. Many patients from Macclesfield and beyond can spend hours travelling for treatment to The Christie. The centre will accommodate more than 40,000 patient visits a year. This will be for existing Christie patients from Cheshire, North Staffordshire and the High Peak area of Derbyshire.

Our ambition is to design the new centre with additional features to support the needs of the local ageing population. This will include extra help for frailer patients to complete their treatment. Construction commenced in May 2020 with the aim to have the new centre open during autumn 2021.

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### **Tiered Parking**

The tiered car park will be on the site of the existing Cotton Lane staff car park. The development provides a net increase of 405 parking spaces, a net increase of 17 accessible spaces and 12 electric vehicle charging point bays. The construction of the car park was delayed as a result of the Covid-19 pandemic and work is continuing to progress this development in 2020/21. As part of the planning approval process the existing car parking zone has been extended



# Recently completed schemes

## **Acute Oncology Assessment Unit**

A new unit was completed in July 2020 to allow patients to have rapid access to specialist oncology acute or supportive care. The 23 bed unit has created additional capacity during the Covid-19 pandemic and will reduce the demand on inpatient beds and reduce length of stay.

## **Outpatients Redevelopment**

By early 2019 all outpatient clinics were relocated to the ground floor of the new state of the art outpatient department. The department includes a new phlebotomy department and provides patients with a high quality environment in which to be seen.

## **Oak Road Entrance**

The new seating area in the main entrance provides a much improved patient experience and offers additional seating for our ambulatory patients and their families and carers. The Oak Road entrance also provides a display area, Cancer Information Centre, wig service and a Christie Charity Hub. Support facilities for security, the car park team and PALS is also provided as well as an M&S café and WHSmith.

## **Proton Beam Therapy Unit**

The Christie NHS Foundation Trust together with our partners, Central Manchester University Hospitals NHS Foundation Trust and Salford Royal NHS Foundation Trust worked with the Department of Health to bring the UK's first high energy proton beam therapy service to Manchester.

Proton beam therapy is a specialist form of radiotherapy which can very precisely target certain cancers, increasing success rates and reducing side-effects. Its introduction to the UK has brought the treatment closer to patients who previously had to travel abroad to receive it.

The Christie has been at the forefront of modernising service delivery for patients requiring radiotherapy. Over the last century the Trust has pioneered many advances in radiotherapy, working with our industrial partners to develop and implement new techniques such as:

- The first clinical use of multileaf collimation in the UK
- The first clinical use of intensity modulated radiotherapy (IMRT) in the UK
- The first clinical use of image guidance radiotherapy (IGRT) worldwide

To date, The Christie has treated more patients with both intensity modulated and image guidance radiotherapy than any other trust in the country. A proton beam therapy service in Manchester enables patients to be treated with the best possible choice of treatment.



### Integrated Procedures Unit

This purpose-built unit opened in 2017 and brings together the services that our day-patients need in one location. Every aspect of their treatment now happens in one place, saving time and creating a seamless and calm hospital experience. By integrating and expanding these five treatment services we can reduce waiting times, speed up treatment sessions, eliminate transfers between departments and minimise the need for overnight stays. The five day patient services which have been brought together under one roof are:

- Interventional radiology - the IPU doubled the capacity for image-guided procedures, such as the insertion of stents. This service offers less invasive treatments such as tumour embolisation.
- Day-case procedures - with six new rooms, this team can help equip even more patients with the catheters they need for ongoing chemotherapy.
- Plastic surgery - the IPU's theatre brings together a large portion of the plastic surgery department, including dressing and anaesthetic procedures which are an essential part of this vital surgery. Aside from making these procedures more efficient, the integration of this service gives day-case patients an improved, faster treatment experience.
- Pain control - with its own specialist area, patients can receive their assessment and treatment on the very same day.
- Endoscopy clinic - Patients in this clinic have their own dedicated waiting area, along with improved facilities to provide them with the privacy they need.

The Integrated procedures Unit provides a high quality, modern and user-friendly environment for patients and staff.



# Role and Responsibilities of a Non Executive Director

The Christie's Non-executive Directors use their skills and expertise to provide independent judgement and advice to the executive board. Collectively, the board is responsible for the management and governance of the entire organisation.

As a non-executive director you will ensure that the following key responsibilities are met:

- To set strategic objectives, taking into account the view of the council of governors and other key stakeholders;
- To provide the healthcare services required under its contracts with commissioners and other organisations;
- To ensure appropriate governance and performance management arrangements are in place to deliver the strategic objectives and protect Christie assets & resources;
- To ensure the quality and safety of all healthcare services, research and development, education and training;
- To ensure The Christie complies with the terms of its authorisation by NHSE/I, its constitution, relevant legislation, mandatory guidance and other relevant obligations. (NB. The authorisation from the regulator and constitution govern the operation of The Christie).

## Role Description

As a Non-executive Director you will:

- 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 arrangements conform with best practice and statutory requirements;
- provide independent judgement and advice on issues of strategy, vision, performance, resources and standards of conduct and constructively challenge, influence and help the executive board develop proposals on such strategies;
- in accordance with agreed board procedures, monitor the performance and conduct of management in meeting agreed goals and objectives and statutory responsibilities, including the preparation of annual reports and annual accounts and other statutory duties;
- obtain assurance that financial information is accurate and that financial controls and risk management systems are robust and defensible;
- contribute to the determination of appropriate levels of remuneration for executive directors;

You can find out more about our other [board members here](#).





## Role Description

- take an active part in board committees (including the investment and remuneration committees) established by the board of directors to exercise delegated responsibility. In respect of the audit committee, at least one of the non-executive director members of the committee should have recent and relevant financial experience;
- as a member of board committees, appoint, remove, support, encourage and where appropriate 'mentor' senior executives;
- bring independent judgement and experience based on healthcare quality, 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;
- assist fellow directors in setting the trust's strategic aims, ensuring that the necessary financial and human resources are in place for the trust to meet its objectives, and that performance is effectively monitored and reviewed;
- assist fellow directors in providing entrepreneurial leadership to the trust within a framework of prudent and effective controls, which enable risk to be assessed and managed;
- along with fellow directors, form positive links with the Christie's Council of Governors, and attend meetings of the Council and sub-committees as agreed with the Chair;
- assist fellow directors in setting the trust's values and standards and ensure that its obligations to its stakeholders and the wider community are understood and fairly balanced at all times; and
- 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, dealing with the media when appropriate.



# Person Specification

The Christie is seeking to appoint an individual who can demonstrate the following essential expertise:

- senior level/board experience in a large and complex organisation
- understanding the needs of patients and have experience and passion for becoming their advocate in encouraging The Christie to achieve even higher levels of care and overall experience.
- effective communication skills with the ability to influence a range of key stakeholders and to probe and challenge constructively.
- candidates will be proven strategic thinkers able to contribute across a range of governance, planning, financial and advocacy issues.
- candidates will bring experience of governance and organisational delivery from a variety of perspectives and have high level networks to support advocacy and strategic influencing roles.

**In addition, we are looking for an individual who can bring the following areas of specialism to the Board;**

- Good links with stakeholders in local communities within Greater Manchester, with experience of engagement with particularly under-represented groups (e.g. black and minority ethnic communities, LGBT, young people)
- Qualified accountant with ability to chair the Audit Committee

**There are two NED positions available**

## **Fit and Proper Persons**

- Be of good character
- Have the qualifications, skills and experience necessary for the relevant position
- Be capable of undertaking the relevant position, after any reasonable adjustments under the Equality Act 2010
- Not have been responsible for any misconduct or mismanagement in the course of any employment with a CQC registered provider
- Not be prohibited from holding the relevant position under any other law. e.g. under the Companies Act or the Charities Act.

A director will be deemed unfit if they:

- Have been sentenced to imprisonment for three months or more within the last five years, although CQC could remove this bar on application
- Are an undischarged bankrupt
- Are the subject of a bankruptcy order or an interim bankruptcy order
- Have an undischarged arrangement with creditors
- Are included on any barring list preventing them from working with children or vulnerable adults.

A director will fail the 'good character' test, if they:

- Have been convicted in the United Kingdom of any offence or been convicted elsewhere of any offence which, if committed in any part of the United Kingdom, would constitute an offence
- Have been erased, removed or struck-off a register of professionals maintained by a regulator of health care or social.

**In addition to the essential expertise all candidates interviewed will need to show that they have the competencies required to be effective in this board level role. They are:**

<b>Patient and community focus</b>	A high level of commitment to patients, carers and the community, including disadvantaged groups.
<b>Strategic direction</b>	The ability to think and plan ahead, balancing needs and constraints.
<b>Holding to account</b>	<p>A willingness to maintain and uphold accountability of self and others.</p> <p>A high level of probity, integrity, discretion and fairness and the ability to maintain confidentiality.</p> <p>The ability to uphold the principles of effective corporate governance.</p>
<b>Effective influencing and communication</b>	<p>The ability to influence interest and opportunities for The Christie's activities.</p> <p>The ability to influence and persuade others using well reasoned arguments.</p> <p>The tact and diplomacy to deal with potentially difficult and sensitive issues.</p>
<b>Teamworking</b>	The commitment to work as a team member.
<b>Self belief and drive</b>	The motivation to ensure high standards are maintained and to also help improve The Christie's performance and confidence to take on challenges.
<b>Intellectual flexibility</b>	The ability to think clearly and creatively.

# Commitment to Equality, Diversity & Inclusion

The Christie is an equal opportunities employer, committed to equal opportunities policies. We welcome applications from all backgrounds so that our board mirrors the community we serve. We welcome applications from anyone regardless of their age, disability, ethnicity, heritage, gender, sexuality, religion, socio-economic background and political beliefs.

The Christie is deeply committed to inclusive working practices, so during the application process we commit to:

- Paying for childcare whilst you are at interviews where these take place in person.
- Paying for your travel costs to the office and back for interviews held in person.
- Making any reasonable adjustments – for example ensuring we have a sign language interpreter organised in advance if you'd like them.
- Providing this document in a Word document format readily available to download.
- Offering a guaranteed first stage interview with Inclusive Boards for disabled candidates who meet the minimum requirements for the role.

If there is anything else you are concerned about or think we could provide, please let us know.



# Terms and Conditions

## Time commitment & terms of office

This post attracts a remuneration of £12,850 per annum. If the successful candidate becomes the chair of a board committee the post attracts an additional £3,000 per annum.

You will be eligible to claim allowances for travel and subsistence costs necessarily incurred on Christie business.

The successful candidate will need to devote sufficient time to ensure satisfactory discharge of his/her duties. This will be no less than 2.5 days per month. This will comprise a mixture of set commitments (such as a monthly Board meeting and committee meetings) with more flexible arrangements for ad hoc events. A degree of flexibility will be required and some attendance may be required in the evening or at weekends.

## Appointment and Tenure of Office

This appointment will be for a period of no longer than 3 years and will be subject to annual performance review.

A further term of appointment can be considered at the end of the first period of office subject to consistently good performance, the needs of The Christie and to the terms of the constitution and the NHS Code of Governance July 2014. A degree of change is often sought on boards and there should therefore be no expectation of automatic re-appointment.

You should also note that this post is a public appointment or statutory office rather than a job and is therefore not subject to the provisions of employment law.

The offer of appointment will be subject to references and right to work checks to be initiated by the HR department following interview and in accordance with The Christie policy for recruitment processes.

## Public Service Values

As a non-executive director you must demonstrate high standards of corporate and personal conduct and ensure that public service values are maintained. Non-executive directors are required to behave in accordance with the NHS Foundation Trust Code of Governance and the constitution, which includes requirements to uphold the seven principles of public life, as detailed by the Nolan Committee, and comply with the standing financial instructions.

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 other connections with commercial, public or voluntary bodies. These will be available for public inspection; details of all board members' remuneration from NHS sources are published in the Annual Report.

## Conflicts of Interest

All candidates will be asked to disclose any actual, potential or perceived conflict of interest, and these will be discussed with the candidate to establish whether and what action is needed to avoid a conflict or the perception of a conflict.

## Eligibility / Disqualification

Applicants wishing to be considered for a future non-executive post will need to be a member of The Christie. Please visit [Become a member of The Christie](#) to complete a short online membership application. To be eligible for appointment as a Non-executive Director, applicants must:

- be a member of the public constituency i.e. lives in England or Wales (but not Scotland), and
- not be disqualified by virtue of paragraph 25 or Annex 6 of The Christie's constitution.

Applicants are encouraged to review this before completing an application at: [Constitution](#)

### **Conflicts of Interest**

All candidates will be asked to disclose any actual, potential or perceived conflict of interest, and these will be discussed with the candidate to establish whether and what action is needed to avoid a conflict or the perception of a conflict.

### **Questions**

If you want to have an informal conversation about the role before making an application please contact Elizabeth Oni-lyiola or Ieva Gruzdyte on 0207 267 8369 or [TheChristie@inclusiveboards.co.uk](mailto:TheChristie@inclusiveboards.co.uk)

# **HOW TO APPLY**

The recruitment process is being undertaken by Inclusive Boards on behalf of The Christie. If you wish to apply for this position, please supply the following by 23.59 25/10/2020

- A detailed CV setting out your career history, with responsibilities and achievements.
- A covering letter (maximum two sides) highlighting your suitability for the role and how you meet the person specification. Please note that the covering letter is an important part of your application and will be assessed as part of your full application.
- Please provide details of two professional referees together with a brief statement of their relationship to you and over what period of time they have known you.
- Referees will not be contacted without your prior consent.
- Diversity monitoring form - your data will be stored separately from your application and will at no time be connected to you or your application.
- If you would like to discuss this role informally before applying, please call 0207 267 8369 to speak to Elizabeth Oni-lyiola or Ieva Gruzdyte.

**To submit a full application please send your CV and cover letter to:  
[TheChristie@inclusiveboards.co.uk](mailto:TheChristie@inclusiveboards.co.uk)**