

# Royal Papworth Hospital NHS Foundation Trust

## Role Profile: Managing Director, Royal Papworth Charity

### Job Description/Person Specification

Dear Applicant,

Thank you for considering a position at Royal Papworth Hospital NHS Foundation Trust.

Contained in this pack is a job description and person specification. We recommend that you work through the contents of this as you complete your application. We would encourage you to get in touch with the contact for the advert to learn more about the role ahead of your application.

We feel it is a great time to apply to join our incredible organisation; our world-wide reputation and opportunities to gain exceptional experience mean that this is a wonderful place to develop your career.

Royal Papworth Hospital is the UK's leading cardiothoracic hospital, treating approximately 50,000 patients each year, and is currently rated 'outstanding' in all domains by the Care Quality Commission (CQC). The Trust is one of the best NHS trusts in the country for inpatient experience, achieving 9.7 out of 10 in the CQC inpatient experience survey, and regularly scores 97% in outpatient feedback from the friends and family test.

#### **What we ask for from you**

At Royal Papworth, we pride ourselves on our values. We expect all our staff to uphold our values of compassion, excellence and collaboration at all times. This means that we are committed to recruiting the right people to create the best working environment: people with the skills, behaviours, and competencies to achieve and support high standards of patient care in a specialist centre, pioneering interventions, and improvements. You will find more information about our values and behaviours at the end of this role profile pack.

Royal Papworth Hospital is proud to employ a diverse workforce who are encouraged to use their individuality in their work. We believe that our success as an organisation relies on our ability to foster an environment which encourages using our differences as a strength. We work to ensure that these differences are protected and that everyone is treated with respect, kindness and dignity at all times. We empower staff to promote an environment of speaking up, to understand bias and to ensure that our workplace remains free from discrimination.

#### **What you can expect from us**

We have many exciting programmes and initiatives that are ongoing, helping us to deliver our strategic objective to deliver the best staff experience in the NHS.

Our Collective and Compassionate Leadership programme was developed in collaboration with our employees to understand our eight priorities for improving our culture and leadership. Through developments like this, we are continually working to ensure we are embedding the right leadership culture across the Trust with support and empathy at the fore.

The health of our staff is our priority.

We have a comprehensive range of health and wellbeing initiatives in the form of mental, physical and financial support programme, such as the staff hardship fund which provides food vouchers, emergency financial aid for people experiencing hardship.

All employees can also enjoy 50% off food and drink in our hospital restaurant.

We have dedicated health and wellbeing facilitators working across the Trust to support staff. We are proud to run staff networks which meet regularly: Race Equality Network; LGBT+ Network; Women's Network; Disability and Difference and Carers (DAD) Network.

The benefits of working for Royal Papworth extend beyond job satisfaction.

As a member of the Royal Papworth family you will have access to the following benefits: continuous professional development ; NHS Pension Scheme; extensive retail discount scheme, access to free, confidential health service; free access to an Employee Assistance Programme; subsidised restaurant, staff recognition and appreciation scheme, membership options at Frank Lee Centre Leisure & Fitness (campus gym), salary sacrifice 'cycle to work' and 'car lease' scheme, flexible working, access to library services, on-site childcare, and a generous annual leave entitlement of 202.5 hours (27 days) plus bank holidays.

We look forward to receiving your application.

## Job description

<b>Role title</b>	Managing Director, Royal Papworth Charity	<b>Reporting to</b>	Deputy Chief Finance Officer
<b>Directorate</b>	Royal Papworth Charity (reporting through to the Chief Finance Officer as Executive Officer)	<b>Appraised by</b>	Deputy Chief Finance Officer
<b>Department</b>	Royal Papworth Charity	<b>Working hours</b>	Full time role, with flexible working requests considered
<b>Band</b>	8C [subject to banding review]		

### Job Summary

The Managing Director of the Royal Papworth Charity is responsible for the strategic development and delivery of the Charity Strategy, together with the overall management of the Charity's resources in line with Trustee Board decisions.

The role will work in partnership with Campus stakeholders to deliver sustainable growth for the Charity, diversifying funding streams and developing the Charity's international brand reputation.

The role will act as a figurehead for the Charity, modelling inclusive and collaborative behaviours that align to the Charity and Trust values and that foster a sense of belonging across the team.

### Main duties of the job

The Managing Director is the Charity's most senior member of staff and is responsible for the Charity functions (akin to a Directorate), including:

#### Strategy

- Working in partnership with the Trust and liaising with the Trustee Board to develop the Charity's strategic vision and workplans.
- The implementation and delivery of the Charity Strategy, securing long-term sustainability through growth, ensuring that plans are achieved within timelines and that resources are managed effectively in line with the aims of the Charity.
- Facilitating the growth and development of the Charity by diversifying funding and income streams, inspiring philanthropic giving, growing the Charity's brand domestically and internationally and delivering sustainable income levels.

#### Putting people first

- Modelling inclusive and collaborative behaviours that align to the Charity and Trust values and that foster a sense of belonging across the team.
- Motivating staff, volunteers, donors, partners and other stakeholders to deliver the vision and mission of the Charity.

- Coaching, inspiring and directly managing the Charity senior management, empowering them to achieve their potential and ensuring that they in turn help to build a culture that respects, values and empowers staff.

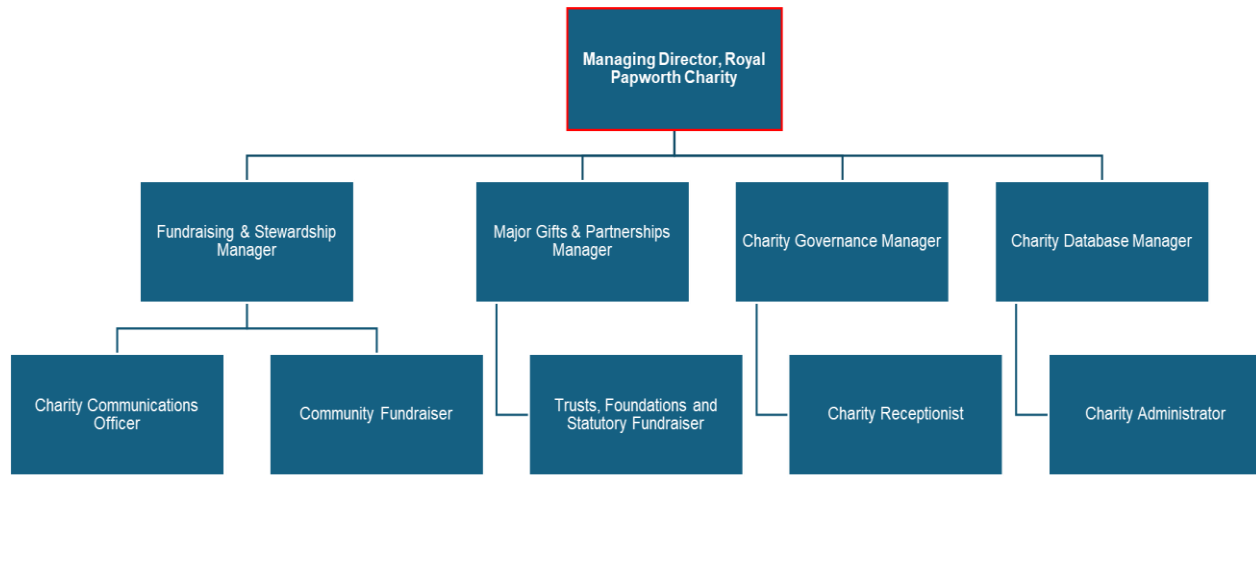
### **Delivery and governance**

- Directing the Charity's operations, managing its resources effectively and ensuring compliance with all relevant legal and governance requirements. This includes ensuring systems and structures are in place to enable the Trustee Board to fulfil its legal and governance obligations, providing accurate information and advice to enable informed and timely decisions in accordance with the law, Charity Commission requirements and the Charity's own policies. The role will lead the development of policies and procedures across the Charity, as well as actively contributing to Trust wide corporate policies where relevant. This includes the production or oversight of the production of papers for the Charitable Funds and Trustee Board Committees, and other ad-hoc reports as required. This also includes leading on the narrative and production of the Charity annual report.
- Overseeing the delivery of all fundraising and other income generating activities of the Charity. This will require expert knowledge of the full cycle of donor stewardship and an ability to work in highly emotive setting, demonstrate expert stakeholder managing, influencing skills and strategic thinking.
- Ensuring the overarching framework of governance is operating effectively, reflects best practice and adheres to ethical and legal standards, complying with all relevant law and good practice guidelines. This includes the safeguarding of donor information in line with data protection requirements.
- Overseeing the financial planning, reporting, budgeting and asset management of the Charity, promoting a culture of value for money. This includes an ability to work with external advisers, including the Charity's Investment Managers, seeking to understand the strategic drivers of fund performance and working with the Trustee Board and Chief Finance Officer to hold fund managers to account for performance.
- Working with the Trust and other grant recipients as appropriate to provide accountability to donors and the Trustee Board, ensuring charitable funds are spent in line with the intention of donors and for the greatest impact.
- Working collaboratively with clinical leads and other colleagues within the Trust (as relevant), patients and others to ensure compelling fundraising cases are cultivated for support. This will include working in a creative way across multiple complex stakeholders, demonstrating an ability to apply research and learn from others.

### **Stakeholder engagement, brand profile and reputation**

- Working with the Communications team to deliver a marketing and communications strategy that seeks to communicate engaging and motivating messages both internally and externally, demonstrating the impact of charitable funds and the need for continued support.
- Protecting and developing the Charity brand, reinforcing the reputation of the Charity as a value-led organisation with high ethical standards and integrity.
- Preparing reports and documents for the Trustee Board and other groups, as required, including overseeing the production of fundraising materials and the safe use of the Charity's brand identity.
- Acting as key representative for the Charity at internal and external meetings and events, acting as a spokesperson for the Charity where appropriate.
- Contributing to donor and partner relationships, working in partnership with Campus partners and other stakeholders to identify, where appropriate, approaches to high value potential supporters.

## Structure



<b>General compliance</b>	
1.	You must uphold the Trust's values <b>Compassion, Excellence and Collaboration</b> and associated behaviour standard and support Equality, Diversity and Inclusion.
2.	You must perform your duties to the highest standard, with particular regard to effective and efficient use of resources, maintaining quality and contributing to improvements
3.	You must comply with all Trust Policies and Procedures (and subsequent updates thereof) and with particular regard to: <ul style="list-style-type: none"> <li style="width: 33%;">• Risk Management</li> <li style="width: 33%;">• Health &amp; Safety</li> <li style="width: 33%;">• Information Governance</li> <li style="width: 33%;">• Confidentiality</li> <li style="width: 33%;">• Data Quality</li> <li style="width: 33%;">• Freedom of Information</li> <li style="width: 33%;">• Dignity at Work</li> <li style="width: 33%;">• Safeguard vulnerable people</li> <li style="width: 33%;">• Smoke-free</li> <li style="width: 33%;">• Equal opportunities</li> <li style="width: 33%;">• Being open: a duty to be candid</li> </ul>
4.	You will be responsible for compliance with infection prevention and control policies, procedures and standards and associated mandatory training. You must practice and encourage appropriate hand hygiene and act professionally to ensure the hospital environment, and other Trust premises, are clean, safe and tidy.
5.	You must follow all Trust security policies and procedures and be vigilant to ensure a safe and secure environment for care
6.	The Trust is committed to carefully screening all staff working with vulnerable people. If this applies to this post, the appointment will be subject to a satisfactory Disclosure and Barring Service disclosure of the appropriate level
7.	You will be required to participate in the Trust's Appraisal process and associated development review  If your role includes line management, you must ensure your direct reports participate in an annual appraisal and development review.
8.	You must remain compliant with mandatory training requirements applicable to the post.  If your role includes line management, you must ensure your direct reports remain compliant as applicable to their roles.
9.	You will be responsible for data quality and complying with the policies, procedures and accountability arrangements relating to maintaining accuracy and probity in the recording of the Trust's activities.
10.	You will be required to perform any other duties that may reasonably be required from time to time



The job description provides a general outline of the main duties and responsibilities of the role will be subject to review. In consultation with you, it may be amended to meet changes in the needs of the service and/or in your personal development requirements.

## Person Specification

Contents set out below under Essential/Desirable will be assessed at the 'shortlisting' stage for applicants

Requirements	<i>Essential criteria</i>	<i>Desirable criteria</i>
<b>Qualifications / Professional Registration</b>	<ul style="list-style-type: none"> <li>• Masters level education or <u>equivalent experience</u></li> <li>• Evidence of commitment to continuous learning and development and a comprehensive professional knowledge across a range of specialities including financial management, strategic development, fundraising / income generation governance, branding, engagement and staff management acquired through training and experience over extensive period</li> </ul>	
<b>Experience and Skills</b>	<ul style="list-style-type: none"> <li>• Experience of management and leadership at a senior level. Experience working directly with Trustees, Executive or Non-Executive Directors</li> <li>• Ability to lead and deliver significant fundraising or income generating strategies. Experience in fundraising management and donor stewardship, including potential high value donors</li> <li>• Experience in setting and delivering a marketing and / or communication strategy for philanthropic giving, including a strong design sense to support the maintenance and development of the brand</li> <li>• Ability to develop and implement organisational strategies. This will include providing and receiving highly complex and highly sensitive information and analysing this in order to develop and compare strategy options</li> <li>• Track record of leading a team in setting and delivering a strategy, including setting work plans and tracking deliverables</li> <li>• Ability to communicate in an impactful and inclusive way, in both written and verbal forms, including experience in report writing. An ability to connect and engage with a wide and diverse range of people, in large and small audiences, including when presenting complex and highly sensitive information to internal and external stakeholders</li> <li>• Exceptional internal and external relationship management and stakeholder management skills and an ability to work with external experts collaboratively. Skilled at forging consensus and leading others towards a common, defined goal</li> <li>• Excellent individual organisation skills and an ability to effectively prioritise individual and team work to achieve deliverables in a busy and unpredictable work environment</li> <li>• Excellent judgement based on evidence, research, logical thinking that aligns to the vision, mission and values of the Charity</li> <li>• Understanding of Charity legislation and what good Charity governance systems, structures, policies and procedures look like to safeguard donor intentions, safeguard data and ensure compliance. This includes examples such as Charity Commission guidance, Charities SORP, GDPR, Gift Aid etc. Ability to develop and implement policies and standard operating procedures in collaboration with wider stakeholders. Experience leading the development of policies and procedures across a Charity</li> <li>• Experience in setting and managing budgets across several Charity functions</li> <li>• Excellent computer skills</li> </ul>	<ul style="list-style-type: none"> <li>• An understanding of NHS organisations and governance</li> <li>• Networks across the NHS Charity sector and regulatory / other bodies</li> <li>• Experience working with internal and external audit in the delivery of annual reports</li> </ul>
<b>Values and Behaviours</b>	<ul style="list-style-type: none"> <li>• Evidence ability to uphold the Trust's values of compassion, excellence and collaboration and demonstrate inclusive behaviours that value diversity</li> </ul>	

## Our Values and Behaviours

Operational definition	Behaviours	What we expect to see	What we don't want to see
<b>Compassion</b>			
 <p>Recognises and responds to the needs of patients and colleagues</p>	Listen	<p>Pays attention to others and evaluates their inputs fairly. Allows adequate time to actively listen and reflect.</p> <p>Responds appropriately in a compassionate, professional manner by having due regard for others.</p> <p>Listens to others with good attention and an open mind.</p>	<p>Dismissive of others or talks over them. Prejudges others.</p> <p>Shows lack of respect while others are talking.</p> <p>Unapproachable and rude towards others.</p>
	Care	<p>Speaks politely and demonstrates genuine interest in people and their situation.</p> <p>Shows concern for self and others' safety and wellbeing. Proactively looks for each others' wellbeing. Treats team members equitably.</p> <p>Sensitively explores patients and colleagues concerns; enables an environment in which concerns can be raised.</p>	<p>Indifferent to others' needs and feelings.</p> <p>Blames others instead of doing anything helpful. Achieves personal goals without consideration for the needs/interests of colleagues or the wider organisation.</p> <p>Insensitive and judgemental towards patients and colleagues.</p>
	Support	<p>Works in an inclusive and approachable way. Treats people inclusively with kindness, courtesy and politeness; values individual differences.</p> <p>Respects the needs of people and supports in an active manner.</p> <p>Promotes a collective culture by cooperating with patients and colleagues within and across teams and between different organisations; looks for solutions.</p>	<p>Disrespectful and treats people inequitably. Excludes others and works in isolation; resists others' attempts at collaboration.</p> <p>Behaves in a biased and insensitive manner towards others.</p> <p>Actively disregards, unsupportive or unresponsive to patients, colleagues or other teams. Criticises colleagues in front of others.</p>
<b>Excellence</b>			
 <p>Makes a difference with each small improvement and by being open to new ways of working</p>	Innovate	<p>Seeks new ideas/ solutions and shares them with colleagues.</p> <p>Encourages and builds on new ideas and celebrates every small improvement. Welcomes inquisitive questioning and creativity.</p> <p>Encourages debate. Enables and empowers people to apply new approaches from inside and outside the team.</p>	<p>Unreceptive to new ideas or change. Sees opportunities for improvement but does not raise them.</p> <p>Resists new ideas or sharing of good practices with others. Does not celebrate small gains.</p> <p>Discourages others from sharing ideas/solutions. Does not encourage debates around new ideas.</p>
	Learn	<p>Shows willingness to develop skills and abilities and seeks continual feedback.</p> <p>Shares and implements learnings with others in the team and beyond.</p> <p>Proactively encourages and supports varied and inclusive training opportunities. Considers long-term development of staff.</p>	<p>Makes no attempt to be up to date with knowledge. Has a disengaged, disinterested attitude and disregards feedback.</p> <p>Does not share lessons learnt with colleagues and beyond.</p> <p>Creates barriers to others developing their knowledge and skills.</p>
	Deliver	<p>Prioritises and organises work to deliver high standards of performance according to team and Trust priorities.</p> <p>Promotes Trust and team goals; highlights issues, challenges and risks to delivery. Supports colleagues, helps find solutions and reduces risks to enable delivery.</p> <p>Competently defines and manages tasks and takes accountability for updating on the progress of delivery. Identifies risks and early signs of potential problems and opportunities.</p>	<p>Delays tasks needlessly and does not deliver on agreed outcomes without good reason.</p> <p>Disregards Trust and team goals and policies and does not follow through on commitments.</p> <p>Unwilling to take accountability, review progress or update others.</p>
<b>Collaboration</b>			
 <p>We achieve more together</p>	Communicate	<p>Ensures message are open, honest, inclusive and there is clarity of expectations. Proactively shares knowledge and information and keeps others informed in a timely fashion.</p> <p>Encourages, listens and values all perspectives to enhance team approach. Shares information and keeps others informed as appropriate.</p> <p>Includes others in decision-making and engages with others across the Trust and in the wider health system as appropriate.</p>	<p>Inappropriately withholds information or uses inappropriate and unprofessional language.</p> <p>Does not listen and give people the information they need or disregards the information. Does not consider and integrate all perspectives.</p> <p>Avoids seeking input. Disregards others' expertise.</p>
	Respect	<p>Treats people equitably, with respect and with dignity within the team and across the wider organisation.</p> <p>Actively supports others in the way they would like to be supported or signposts to appropriate help.</p> <p>Enables a culture where colleagues are comfortable to express their views. Provides encouragement, praise and recognition among colleagues.</p>	<p>Puts people or their ideas down or demonstrates incivility. Shows a lack of regard for consequences of their actions on others.</p> <p>Indifferent to others' needs and ignores people in distress or in need of help.</p> <p>Does not acknowledge or value others or their achievements.</p>
	Courage	<p>Actively encourages good practices, positive attitudes and behaviours; challenges discrimination. Dares to challenge assumptions and engage constructively in difficult conversations.</p> <p>Responds to problems and willingness to solve issues. Takes ownership and accountability for tackling problems.</p> <p>Provides a safe environment for patients and colleagues to speak up or to escalate concerns. Recognises and acknowledges limitations in situations.</p>	<p>Passive or shows poor practices, negative attitudes and discriminatory behaviours.</p> <p>Keeps concerns to themselves and rejects feedback about others or their own behaviour.</p> <p>Does not voice concerns or discourages others from escalating concerns; does not follow through on concerns raised.</p>