



The Royal  
Orthopaedic Hospital  
NHS Foundation Trust

LESS PAIN

MORE INDEPENDENCE

LIFE-CHANGING CARE

# Non-Executive Director Candidate Recruitment Pack



**RESPECT COMPASSION  
EXCELLENCE PRIDE  
OPENNESS INNOVATION**

# Foreword from the Chair

Thank you for your interest in joining the Royal Orthopaedic Hospital NHS Foundation Trust as a Non-Executive Director.

This is an exciting and pivotal time to join the ROH as we continue to navigate a rapidly changing NHS landscape.

With a heritage spanning over 200 years, the Royal Orthopaedic Hospital has built a strong reputation for delivering excellent and innovative care across a wide range of surgical and non-surgical orthopaedic and musculoskeletal (MSK) services.

We are a strongly values-driven organisation, committed to our six strategic objectives and to achieving our vision of "Less Pain. More Independence. Life Changing Care." Our aim is to ensure all patients have access to the highest quality care, enabling more people to remain well and independent throughout their lives.

Our staff consistently tell us that the ROH is a great place to work, as reflected in each year's NHS National Staff Survey. We are equally proud of the outstanding care we provide, demonstrated by our National Inpatient Survey results and our Care Quality Commission rating of 'Good' overall and across all domains.

We are recognised as a Trust that values strong partnerships, working closely with system providers and a range of stakeholders nationally and internationally. Our learning culture embraces

feedback, encourages innovation, and empowers staff to drive meaningful change and improvement.

Embedding equality and diversity is central to who we are, creating an environment where colleagues thrive, develop, and contribute to our shared purpose.

Looking ahead, the focus for the Trust is ambitious. We will continue to deliver the highest quality of treatment and exceptional patient and staff experience, while responding to the challenges and opportunities of a transforming NHS. This requires a Board that is strategically minded, innovative, and committed to ensuring the organisation operates effectively and efficiently.

We are seeking Non-Executive Directors who will bring independent judgment, challenge constructively, and contribute to the strategic oversight of the Trust. The right candidates will be values-driven, aligned with our positive and empowering culture, and able to offer insight, guidance, and governance expertise to help shape our future.

This is an opportunity to make a meaningful impact on the care we provide to patients, support the Trust's leadership in achieving its strategic ambitions, and play a vital role in strengthening our wider system partnerships.

I hope this opportunity inspires you, and I look forward to receiving your application.



Simon Page, Chair  
Royal Orthopaedic Hospital NHS Foundation Trust

# About us

## Welcome

The Royal Orthopaedic Hospital NHS Foundation Trust (ROH) is one of the UK's specialist orthopaedic centres, delivering expert care for a range of musculoskeletal (MSK) conditions. Based in Northfield, Birmingham, we serve people across the region and beyond.

The story of The Royal Orthopaedic Hospital has unfolded over 200 years. It's an amazing story of care, compassion and innovation. People are at the heart of our story. Our hospital was established to meet the needs of local people - to reduce their pain and restore their independence. That legacy still drives us today. While the care we deliver now is incredibly sophisticated, we are still motivated by helping local people to live healthy and active lives

## Our services

- Arthroplasty
- Arthroscopy
- Anaesthetics
- Spinal Services
- Orthopaedic Oncology
- Physiotherapy
- Occupational Therapy
- Hydrotherapy
- Advanced Imaging
- Orthotics
- Outpatients
- Pain Management
- Royal Orthopaedic Community Scheme (ROCS)
- Woodlands Suite Private Care Unit

# Our mission, vision and values

## Our mission

We will deliver compassionate, patient-centred care that empowers people to regain their mobility, independence, and quality of life. Through efficiency, expertise, innovation and collaboration we will tackle health inequality and improve access to life-changing care.

## Our vision

LESS PAIN

MORE INDEPENDENCE

LIFE-CHANGING CARE

## Our values

**RESPECT** **COMPASSION**  
**EXCELLENCE** **PRIDE**  
**OPENNESS** **INNOVATION**

# Our strategy on a page

## STRATEGIC AMBITION

LESS PAIN

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LIFE-CHANGING CARE

## OUR MISSION

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## STRATEGIC OBJECTIVES

### CARE

By 2028, we will maintain outstanding, high-quality care across all services and improve access, experience and outcomes for our patients.

### EXPERTISE

By 2028, we will have increased our influence as the leading centre for orthopaedic surgery and MSK care through our cutting-edge research and MSK Academy.

### PEOPLE

By 2028, we will be rated in the top 5% of Trusts to work for by our people in the NHS Staff Survey, recognising our commitment towards inclusivity and wellbeing for all.

### COMMUNITY

By 2028, we will be leaders in MSK Prevention across our communities, improving access to our services and increasing the provision of MSK expertise at locality level.

### SUSTAINABILITY

By 2028, the ROH will be financially sustainable, having increased the number of people we treat through continuously improving our processes, standardising pathways and improving productivity.

### COLLABORATION

By 2028, we will have transformed MSK and orthopaedic services for our patient population through our strategic partnerships across healthcare, third sector, industry, research and academia.

## DELIVERY PHASES

### RESET AND TRANSFORM

Focus on how we work, making systems and processes better, and making sure everyone is clear on their role so that we are stable now and can grow in the future.

### SUSTAINING AND INNOVATING

Grow our services, help more patients, and develop new services to support our long-term success.

### GROWING AND INFLUENCING

Continue to grow, offer our services in new markets, and strengthen our orthopaedic leadership so we can support community MSK health.

## IMPORTANT ENABLERS

Embracing continuous improvement

Focussing on and delivering our business plans and strategies

Developing robust performance management and accountability

Delivering excellent value and making cost improvements

## WHAT WILL WE ACHIEVE IF WE DELIVER THIS STRATEGY?



### ACHIEVING OUR STRATEGY WILL BE POSITIVE FOR PATIENTS, OUR COMMUNITY AND OUR TEAM!

- ✓ We will grow and treat more people
- ✓ We will contribute to reducing health inequality
- ✓ We will improve access to care for our community
- ✓ We will be rated among the best hospitals to work for
- ✓ We will be rated 'outstanding overall' by the CQC
- ✓ We will be an efficient and sustainable organisation
- ✓ We will be a world-recognised leader in orthopaedics
- ✓ We will be in productive partnerships that benefit patients

FIND OUT MORE.  
SCAN THE QR  
CODE



# About us

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## Some of our highlights

- The ROH is one of the largest specialist orthopaedic units in Europe, offering planned orthopaedic surgery to people locally, nationally, and internationally.
- The ROH was named a GIRFT Elective Surgical hub for Orthopaedics in September 2023.
- We undertook 14.5k inpatient procedures in 2024-2025
- We undertook 24.1k consultant-led outpatient appointments in 2024-2025
- Our site has 14 theatres, and 5 wards (including one private ward, The Woodlands Suite)
- Our core departments include Admissions unit, pre-operative assessment centre, high dependency unit
- Our pioneering 'Jointcare' pathway for hip and knee replacements focusses on wellness and peer support
- We are a Major Revision Centre
- The ROH is in the top three providers for Hip and Knee replacements, according to data at the National Joint Registry
- We are a leader in robotic technology and have undertaken over 750 robotic-assisted joint with the Mako® robot
- We lead the MSK transformation programme in Birmingham and Solihull ICS
- We are system lead for GetUBetter app – shortlisted at NOA 2025 awards and HSJ digital 2025 awards for this work

- A teaching hospital supporting 400 nurses / AHPs, 600 medical students a year.
- CQC rated 'Good'
- National Joint registry Data Quality Awards 2024 – Gold Award
- Accredited Veteran Aware organisation
- Disability Confident Leader
- 8th in the 2024 UK Inclusive Top 50 Employers list: the Royal Orthopaedic Hospital is the highest-ranking NHS organisation for its commitment to diversity and inclusion

## Our Research

The Royal Orthopaedic Hospital has a vibrant research portfolio of clinical trials, observational studies and laboratory studies exploring new treatment options, new approaches in rehabilitation and therapy, and new medical devices. This research is delivered by our researchers and clinicians spread across the Knowledge Hub, our home for education and research, and the Dubrowsky Regenerative Medicine Laboratory, a state-of-the-art, purpose built lab opened in 2019.

## Our Culture

We're proud of our culture and how it feels to work in our Trust, and be a patient in our hospital. Our culture is values-based. We are passionate about building and sustaining an environment where people feel safe and supported. We're big believers in authenticity, we celebrate diversity and we are inclusive.

Staff networks are an incredibly important part of the culture at ROH and play a key role in building and sustaining an inclusive and wellbeing focussed culture.

We believe in openness and transparency. Our culture is designed to listen and learn. Everyone has a voice and should feel comfortable to use it.

We're big on celebrating success and recognising contribution. Working in healthcare isn't easy. That's why it's so important to recognise our amazing team. At the ROH we celebrate our people.

# About the role

## Purpose of the Role

Non-Executive Directors (NEDs) of the Royal Orthopaedic Hospital NHS Foundation Trust play a critical role in providing independent oversight, strategic guidance, and challenge to the Board of Directors. NEDs work alongside the Chair, Executive Directors, and fellow Board members to ensure that the Trust delivers safe, high-quality care, meets its strategic objectives, and operates efficiently and sustainably.

NEDs contribute to the Trust's governance, holding the Executive team to account, supporting the development and delivery of strategic priorities, and helping to ensure compliance with statutory, regulatory, and NHS requirements. They bring external perspective, expertise, and independent judgment to decision-making and help shape the long-term vision and impact of the Trust.

## Main Duties and Responsibilities

### **Formulate plans and strategy**

- Bring independent judgement, external perspectives and advice on issues of strategy, vision, performance, resources and standards of conduct.
- Constructively challenge, influence and help the executive board develop proposals on strategies to enable the ROH to fulfil our leadership responsibilities to patients, for the healthcare of the local community.
- Assist fellow directors in setting the ROH's values and standards and ensure that our obligations to its stakeholders and the wider community are understood and fairly balanced at all times.
- You will work across professional boundaries, providing challenge and fresh, multi-disciplinary perspectives internally, playing a critical outward-facing role in building the brand as a leader in musculoskeletal and orthopaedics within the wider system.

### **Shape culture and capability**

- Ensure that our patients and service users are treated with dignity and respect at all times, and that the patient is central to Trust decision-making.
- Actively support and promote a healthy culture for the ROH which is reflected in their own behaviour as Non-executives.
- Ensure that the organisation values diversity in our workforce and demonstrates equality of opportunity in our treatment of staff and patients, and in all aspects of our business.
- Provide visible leadership in developing a healthy culture so that staff believe Non-executive Directors provide a safe point of access to the board for raising concerns.
- Ensure the directors of the board are 'fit and proper' for the role and champion an open, honest, and transparent culture within the ROH.

### **Develop process, structures and utilise intelligence**

- Commit to working to, and encouraging within, the ROH, the highest standards of probity, integrity and governance and contribute to ensuring that our internal governance arrangements conform with best practice and statutory requirements.
- 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.
- Ensure that financial information is accurate, that financial controls and risk management systems are robust and defensible, and that the Board is kept fully informed through timely and relevant information.
- Satisfy themselves as non-executives of the integrity of reporting mechanisms and financial and quality intelligence, including getting out and about, observing and talking to patients and staff.
- Provide analysis and constructive challenge to information on organisational and operational performance.

### **Support engagement**

- Ensure that the board acts in the best interests of patients and the public.
- Be available to staff if there are unresolved concerns.
- Show commitment to working with key partners, including the continued development and promotion of a positive and constructive relationship with the Council of Governors.
- Act as an ambassador for the Trust in engagement with stakeholders including patients and the local community, and wider ICS partners and in dealing with the media when appropriate.

### **Ensure accountability**

- Ensure that the Board sets challenging objectives for improving our performance across the range of its functions.
- Ensure there is strong focus on creating a culture of efficiency and productivity such that the use of public money to fund NHS activities can be soundly justified
- Provide purposeful, constructive scrutiny and challenge.
- Chair or take part as a member of key committees that support accountability.
- Hold the executive to account for the delivery of strategy.
- Contribute to the determination of appropriate levels of remuneration for executive directors.
- Be accountable individually and collectively for the effectiveness of the board.

*For full details, please see Job Description and Person Specification.*

## **Standards, Commitments and Behaviours**

As a Non-Executive Director, you will embody the highest standards of ethical leadership, integrity, and professionalism. By upholding the Trust's values, you will help ensure that the Royal Orthopaedic Hospital delivers outstanding care and outcomes for patients, staff, and the wider community. This includes:

- Treating everyone with respect, courtesy, and fairness.
- Providing independent, constructive challenge and guidance to the Board and Executive team.
- Listening actively and engaging with staff, patients, and stakeholders to inform decision-making.
- Promoting transparency, accountability, and good governance across the organisation.
- Supporting a safe, inclusive, and supportive environment for patients and staff.

NEDs are expected to adhere to the Nolan Principles of Public Life: selflessness, integrity, objectivity, accountability, openness, honesty, and leadership, demonstrating these principles in all Board and Trust-related activities.

## **Fit and Proper Person Test Framework**

All Non-Executive Directors must meet the requirements of the NHS England Fit and Proper Person Test Framework for board members, including providing a self-declaration of compliance. This requirement must be upheld on an ongoing basis. Additionally, the Trust's Constitution outlines disqualification criteria that may affect eligibility for appointment or continuation in post.

## **Key Working Relationships**

- Trust Chair
- Executive Directors
- Fellow Non-Executive Directors
- Council of Governors
- Clinical and Operational Leaders
- Corporate Services Managers
- Local and regional partners within the Integrated Care System

# Your application

## Speaking with us before you apply

Candidates are encouraged to contact us for a conversation before submitting an application. You may contact Simon Page, Trust Chair. To arrange this, please contact Simon Grainger-Lloyd, Executive Director of Governance:

s.grainger-lloyd@nhs.net  
0121 685 4353

## What should be included in your application

Applications must consist of the following documents:

- One-page cover letter
- A full Curriculum Vitae (CV) detailing career and achievements,
- A Supporting Statement (of maximum two pages in length) which articulates how you meet the requirements detailed in the advertisement, role description and person specification.
- A completed Equal Opportunities Form

In addition, please ensure you include the following information;

- Daytime, evening and/or mobile telephone numbers as well as your personal email address (to be used with discretion)
- Contact details (to include name, job title, email address and telephone number) 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 may be taken up before the interview, but we will refer back to you for confirmation that referees may be approached before any contact is made with them. References must cover the last 3 years.
- Confirmation of your availability for interview on 15 October 2025

## Where to send applications

Applications must be emailed directly to our Executive Director of Governance, Simon Grainger-Lloyd:  
s.grainger-lloyd@nhs.net

Applications MUST NOT be made via the TRAC portal. If you need clarification, please contact Simon.

## Application timeline

- Application open: 12 September 2025
- Application close: 3 October 2025 at 12:00 (midday)

## Interview date

Interview date is 15 October 2025

## Candidate selection

Once the closing date for applications has passed, applications will be evaluated by a selection panel. Candidates will be selected for interview based on how closely they demonstrate their skills and experience as detailed in the job description, person specification and advertisement.

Should you require any reasonable adjustment for the interview please include these details with your application.

[roh.nhs.uk](http://roh.nhs.uk)

