

Could you help lead the NHS in your area?

Non-executive Director

Reference: S1392





Improvement

About NHS Improvement

NHS Improvement is responsible for overseeing foundation trusts, NHS trusts and independent providers. We offer the support these providers need to give patients consistently safe, high quality, compassionate care within local health systems that are financially sustainable. By holding providers to account and, where necessary, intervening, we help the NHS to meet its short-term challenges and secure its future.

NHS Improvement is the operational name for the organisation that brings together Monitor, NHS Trust Development Authority, Patient Safety, the National Reporting and Learning System, the Advancing Change team and the Intensive Support Teams.

We value and promote diversity and are committed to equality of opportunity for all and appointments made on merit. We believe that the best boards are those that reflect the communities they serve.

We particularly welcome applications from women, people from the local black and minority ethnic communities, and disabled people who we know are under-represented in chair and non-executive roles.

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1. Background to the Weston Area Health NHS Trust

1.1. About the Trust

Weston Area Health NHS Trust (WAHT) provides acute services for a 200,000-strong local population and for 2.5 million summer visitors to this popular West Country seaside resort. The hospital building was opened on the Uphill site in 1986 and has been extended since to include a dedicated education building, a day-case unit, day oncology unit and children's day ward.

WAHT is the smallest acute Trust in England; it consists of Weston General Hospital and Children's Specialist Community Services. The trust is proud to care for the residents of Weston-super-Mare and North Somerset and the thousands of day trippers and tourists who come to the region each year.

The hospital is small, friendly and patient-focused, with over 2,000 staff and volunteers who help them deliver a range of excellent clinical services both on-site and in partnership with larger hospitals across Bristol and Somerset. Specialist Community Children's Services provide a programme of community treatment and therapy services in Weston and Clevedon.

Their hospital facilities include four operating theatres which have recently undergone a £2.4 million refurbishment programme, a newly refurbished Outpatient unit, an endoscopy unit, as well as a chemotherapy day case unit. They see around 55,000 people in their emergency department every year.

Other services they provide include their Ashcombe Birth Centre, a midwife led unit which is UNICEF accredited, WISH sexual health clinic which runs convenient confidential drop-in sessions, orthopaedics, an oncology day unit, cardiology, day surgery, general surgery and a 24 hour Emergency Department. They also provide specialist support for elderly patients such as a dementia cafe and stroke services.

The CQC rated the Trust as 'requires improvement' in 2015 with an 'inadequate' score for *safety* especially around ED and medical leadership; both areas in which they have improved and continue to work on. Conversely their *caring* score was rated as Good and their services for young people as Outstanding. The full report can be viewed following this link <http://www.cqc.org.uk/location/RA301>.

The Trust's patients' well-being is at the heart of everything they do. A clean environment and good facilities are as important to patients in hospital as their clinical care. In a national survey they scored highly for cleanliness with a 98% rating. Their food was also voted among the best in the region scoring 98.9%. The trust's in-patients also benefit from free Wi-Fi and can bring smart phones and tablets into hospital. Patients can also listen to in-house entertainment from their award winning Sunshine radio station. They are also able to provide private facilities

for their patients through The Waterside Suite where all profits go back into the hospital.

Patients and visitors can obtain support from their Patient Advice and Liaison Service (PALS). Their dynamic team of volunteers offer patients assistance with eating and drinking, companionship to patients who may not receive many visitors and welcome people to the hospital at their front reception desk.

They have a Patients' Council made up of local volunteers who give them important feedback from a patients' perspective. They also rely on the kind donations of members of the public and the hospital League of Friends who support their work.

1.2. The trust's values, priorities and vision

At Weston Area Health Trust the trust works within the opportunities published in the NHS five year forward view to:

- consistently **DELIVER** safe and effective services
- **DEVELOP** their services to meet the requirements of North Somerset (place based)
- **TRANSFORM** their services to be **SUSTAINABLE**

The vision for the Trust is to “work in partnership to provide outstanding healthcare” based upon their key strategic aim to “deliver safe, caring and responsive services”.

The Trust is an active member of the Bristol, North Somerset, South Gloucestershire (BNSSG) STP.

The BNSSG has identified four major network streams

1. Best use of hospital capacity
2. Effective clinical pathways
3. Specialist services and networks
4. Sustainable services at Weston General Hospital

For everyone who works at the Trust, the Trust vision and the work with the BNSSG is supported by a series of values which continue to guide actions, behaviours and decision making within the Trust and which are consistent with the NHS Constitution and National “6C” values. The Trust's values (known as PRIDE) are:

- **People and Partnership** – working together with colleagues, other organisations and agencies to achieve high care standards or specifically helping a service user, visitor or colleague (Care and Commitment)
- **Reputation** –actions which build and maintain the Trust's good name in the community (Communication)

- **Innovation** – demonstrating a fresh approach or finding new solutions to problems (Courage)
- **Dignity** – Contributing to the Trust’s Dignity in Care priorities (Compassion)
- **Excellence and Equality** – demonstrating excellence in and equality of service provision (Competence)

2. The person specification

2.1. The opportunity:

We are recruiting a Non-executive Director for Weston Area Health NHS Trust to replace the Chairman of the Audit & Assurance Committee who is soon to come to the end of their tenure. The Trust intends to bring the new Non-executive Director in as an associate non-executive director in the first instance, to enable a suitable handover. Associate non-executive directors function as full members of the board and serve on committees. Although not legally a member of the Board and not participating in any formal vote, the individual is an integral member of the wider Board team.

The associate position is available from 1 May 2017 and will become a full voting non-executive director from 1 August 2017. This is an exceptional opportunity to share your talents and expertise to make a positive difference to the lives of people in your community.

2.2. Essential criteria

We are looking for an exceptional candidate to provide leadership, informed independent and objective challenge within a framework of mutual respect and diversity to the Board of Directors. The successful applicant must have relevant experience and / or expertise to contribute to the effectiveness of the Board and the wider organisation and be able to lead the Audit & Assurance Committee (see 3.3).

You must also be able to fulfil the requirements of the Fit and Proper Persons Regulations which came into force in November 2014. – [[Regulation 5: Fit and proper persons: directors](#)]

In order to complement the existing skill mix of the Board, the Trust is seeking candidates with backgrounds in at least (and preferably more than) one of the following areas:

- Commercial and financial strategy (essential criteria)
- Recent experience within a local authority context, ideally with expertise within the health and social care sector

- Human resources and organisational development
- Partnership working in any field
- Recent, relevant finance experience in a large and complex organisation with the ability to Chair the Audit Committee, preferably with a financial qualification.

Successful candidates will demonstrate commitment to and personal interest in enhancing health and care services, and will have the highest standards of personal integrity. They will also be able to demonstrate a clear understanding of and alignment to our values.

Weston Area Health Trust strives to be a high performing organisation to be recognised nationally as a pioneer within the NHS especially in achieving sustainable services within the setting of a small district general hospital.

2.3. Board level behaviours

The NHS Leadership model describes nine behaviours which together contribute towards strong and effective NHS leaders. If you are invited to interview, you will also need to demonstrate the range of behaviours required to contribute effectively in this board level role:

- **inspiring shared purpose** - create a shared purpose for diverse individuals doing different work, inspiring them to believe in shared values so that they deliver benefits for patients, their families and the community
- **leading with care** - understand the underlying emotions that affect their team, and care for team members as individuals, helping them to manage unsettling feelings so they can focus their energy on delivering a great service that results in care for patients and other service users
- **evaluating information** - are open and alert to information, investigating what is happening now so that they can think in an informed way about how to develop proposals for improvement
- **connecting our service** - understand how things are done in different teams and organisations; they recognise the implications of different structures, goals, values and cultures so that they can make links, share risks and collaborate effectively

- **sharing vision** - convey a vivid and attractive picture of what everyone is working towards in a clear, consistent and honest way, so that they inspire hope and help others to see how their work fits in
- **engaging the team** - promote teamwork and a feeling of pride by valuing individuals' contributions and ideas; this creates an atmosphere of staff engagement where desirable behaviour, such as mutual respect, compassionate care and attention to detail, are reinforced by all team members
- **holding to account** - create clarity about their expectations and what success looks like in order to focus people's energy, give them the freedom to self-manage within the demands of their job, and deliver improving standards of care and service
- **developing capability** - champion learning and capability development so that they and others gain the skills, knowledge and experience they need to meet the future needs of the service, develop their own potential, and learn from both success and failure
- **influencing for results** - are sensitive to the concerns and needs of different individuals, groups and organisations, and use this to build networks of influence and plan how to reach agreement about priorities, allocation of resources or approaches to service delivery

It is also essential that any director **champions the standards of public life** – by upholding the highest standards of conduct and displaying the principles of selflessness, integrity, objectivity, accountability, openness, honesty, and leadership

More information at the NHS Leadership Academy's [Healthcare Leadership Model](#)

3. Role and responsibilities

3.1. Role of the NHS board

NHS boards play a key role in shaping the strategy, vision and purpose of an organisation. They hold the organisation to account for the delivery of strategy and ensure value for money. They are also responsible for assuring that risks to the organisation and the public are managed and mitigated effectively. Led by an independent chair and composed of a mixture of both executive and independent non-executive members, the board has a collective responsibility for the performance of the organisation.

The purpose of NHS boards is to govern effectively, and in so doing build patient, public and stakeholder confidence that their health and healthcare is in safe hands.

This fundamental accountability to the public and stakeholders is delivered by building confidence:

- in the quality and safety of health services
- that resources are invested in a way that delivers optimal health outcomes
- in the accessibility and responsiveness of health services
- that patients and the public can help to shape health services to meet their needs
- that public money is spent in a way that is fair, efficient, effective and economic.

3.2. Roles and responsibilities of the Non-executive Director

Non-executive directors will work alongside other non-executives and executive directors as an equal member of the board. They share responsibility with the other directors for the decisions made by the board and for success of the organisation in leading the local improvement of healthcare services for patients. Non-executives use their skills and personal experience as a member of their community to:

- **Formulate plans and strategy**
 - bringing independence, external perspectives, skills, and challenge to strategy development
- **Ensure accountability**
 - holding the executive to account for the delivery of strategy
 - providing purposeful, constructive scrutiny and challenge
 - chairing or participating as a member of key committees that support accountability
 - being accountable individually and collectively for the effectiveness of the board
- **Shape culture and capability**
 - actively supporting and promoting a healthy culture for the organisation which is reflected in their own behaviour

- providing visible leadership in developing a healthy culture so that staff believe NEDs provide a safe point of access to the board for raising concerns
- ensuring the directors of the board are 'fit and proper' for the role and champion an open, honest and transparent culture within the organisation
- **Context**
 - mentoring less experienced NEDs where relevant
- **Process, structures and intelligence**
 - satisfying themselves of the integrity of reporting mechanisms, and financial and quality intelligence including getting out and about, observing and talking to patients and staff
 - providing analysis and constructive challenge to information on organisational and operational performance
- **Engagement**
 - ensuring that the board acts in best interests of patients and the public
 - being available to staff if there are unresolved concerns
 - showing commitment to working with key partners

In particular the responsibilities of non-executive directors are to:

- 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 to enable the organisation to fulfil its leadership responsibilities to patients, for healthcare of the local community

- ensure that patients and service users are treated with dignity and respect at all times, and that the patient is central to trust decision making
- ensure that the board sets challenging objectives for improving its performance across the range of its functions
- structure the performance of management in meeting agreed goals and objectives
- 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 and that financial controls and risk management systems are robust and defensible and that the board is kept fully informed through timely and relevant information (you may be asked to sit on the audit committee on behalf of the board)
- accept accountability to the NHS Improvement for the delivery of the organisation's objectives and ensure that the board acts in the best interests of patients and its local community
- contribute to the determination of appropriate levels of remuneration for executive directors
- participate in the audit committee and / or the quality and governance committee and take an active part in other committees established by the board of directors to exercise delegated responsibility
- as a member of board committees, appoint, remove, support, encourage and where appropriate "mentor" senior executives
- bring independent judgement and experience from outside the trust and apply this to the benefit of the trust, its stakeholders and its wider community
- 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
- 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

- ensure that the organisation values diversity in its workforce and demonstrates equality of opportunity in its treatment of staff and patients and in all aspects of its business
- engage positively and collaboratively in board discussion of agenda items and act as an ambassador for the trust in engagement with stakeholders including patients and the local community, dealing with the media when appropriate.

3.3. Responsibilities of audit committee chairs

Audit committee chairs should have recent and relevant financial experience, supported by a financial qualification. They share the functions of the other non-executives, and in addition have responsibilities to:

- bring independent financial acumen to the work of the audit committee across its governance, risk management, assurance and internal control functions
- provide leadership to the audit committee to ensure that it is effective in its role and that internal control systems are in place and operating
- ensure that the audit committee is well informed and has timely access to all the information it requires
- facilitate the contribution of all members of the audit committee, auditors and other invited participants
- ensure that the board receives sound advice, assurance and useful and timely reports from the committee

4. The seven principles of public life

The principles of public life apply to anyone who works as a public office-holder and therefore will apply to the successful candidate for this role:

- **selflessness** - holders of public office should act solely in terms of the public interest
- **integrity** - holders of public office must avoid placing themselves under any obligation to people or organisations that might try inappropriately to influence them in their work. They should not act or take decisions in order to gain financial or other material benefits for themselves, their family, or their friends. They must declare and resolve any interests and relationships

- **objectivity** - holders of public office must act and take decisions impartially, fairly and on merit, using the best evidence and without discrimination or bias
- **accountability** - holders of public office are accountable to the public for their decisions and actions and must submit themselves to the scrutiny necessary to ensure this
- **openness** - holders of public office should act and take decisions in an open and transparent manner. Information should not be withheld from the public unless there are clear and lawful reasons for so doing
- **honesty** - holders of public office should be truthful
- **leadership** - holders of public office should exhibit these principles in their own behaviour. They should actively promote and robustly support the principles and be willing to challenge poor behaviour whenever it occurs

The Commissioner for Public Appointments would like to find out what you think of the public appointments process. When you have completed the process, the Commissioner would appreciate a few minutes of your time to [complete a survey](#). Your response will be anonymous and will inform the Commissioner's ongoing work with Government Departments to improve the public appointments process.

Given the significant public profile and responsibility members of NHS Boards hold, it is vital that those appointed inspire confidence of the public, patients and NHS staff at all times. New regulations now require NHS Improvement to make a number of specific background checks to ensure that those we appoint are “fit and proper” people to hold these important roles. More information can be found on our [website](#).

5. Terms and conditions of appointment

- The remuneration payable for this role is £6,157 pa.
- On average this role will require a time commitment equivalent to 2 to 3 days a month.
- Your appointment will be for an initial period of up to four years, after which you may be considered for further terms of office, subject to the needs of the organisation and a good performance.
- You should have strong connections with North Somerset and the surrounding area.

6. More information

For information about the trust, such as business plans, annual reports, and services, visit their [website](#)

Follow the links below for more information about:

- [the support NHS Improvement provides to trusts](#)
- [term and conditions of chair and non-executive director appointments](#)
- [disqualification from appointment](#)
- [how your application will be handled](#)
- [dealing with your concerns including how to complain to the Commissioner for Public Appointments](#)
- [other sources of information](#)

7. Making an application

If you wish to be considered for this role please provide:

- a CV that includes your address and contact details, highlighting and explaining any gaps in your employment history
- a supporting statement that highlights your motivation for applying and your understanding of the NHS and the role. You should outline your personal responsibility and achievement within previous roles and how your experience matches the person specification
- the names, positions, organisations and contact details for three referees. Your referees should be individuals in a line management capacity, and cover your most recent employer, any regulated health or social care activity or where roles involved children or vulnerable adults. Your references will be taken prior to interview and may be shared with the selection panel. (You should provide referees to cover at least the last three years).
- please complete and return the monitoring information form which accompanies this pack and is available for download

- tell us about any dates when you will not be available

8. Key dates

- **Closing date for receipt of applications: 16 March 2017 at 11am.** Please forward your completed application to public.appointments@nhs.net
- **Interview date: 7 April 2017**
- **Proposed start date for the associate post: 1 May 2017**

9. Getting in touch

- **With the trust** - for an informal and confidential discussion with Grahame Paine, the chair of the trust regarding the role, please contact his Executive Assistant, Julie Fisher on 01934 647001 extension: 3001
- **With NHS Improvement** – for general enquiries contact Miriam Walker on 0300 123 2059 or by emailing Miriam.walker@nhs.net.

Contact us

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This publication can be made available in a number of other formats on request.