

Could you help lead the NHS in your area?

Non-executive director

Reference: S1407





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 North Bristol NHS Trust

1.1. About the Trust

North Bristol NHS Trust is the largest hospital trust in the South West of England, providing hospital and community healthcare to the residents of Bristol, South Gloucestershire and North Somerset. The Trust is a specialist regional centre for a number of services including neurosurgery, renal (kidney) medicine, plastics, vascular services, orthopaedics and major trauma. As a large teaching hospital Trust, North Bristol has internationally renowned medical teams focused on delivering excellent results for patients through the hard work and dedication of its doctors, nurses, healthcare professionals and support staff.

North Bristol NHS Trust provides award-winning services and receives a significant number of referrals from other hospital trusts, treating approximately half-a-million patients a year, including more than 6,000 births and 295,000 outpatient appointments. 4,000 compliments are received from patients and carers each year. The Trust works with patients, representatives and staff to ensure it focusses correctly on the things that matter to patients to deliver real quality care. The Trust has been recognised for excellent patient safety and has received national awards.

The new state-of-the-art Brunel building at Southmead Hospital Bristol opened in May 2014, bringing together all teams and specialties onto one site. Also on site are the maternity and neonatal intensive care units, women's health, pathology, the Bristol Breast Care Centre and the Trust-wide research teams.

The Trust's ambition is to provide world-class healthcare for their patients and they have identified eight strategic themes that will help them to do this over the next five years. The Trust's Operational Plan for 2017/18 sets out the things they need to do to ensure they are in control of their finances, have the very best workforce they can have and how they will work with patients and partners to make sure they are using their resources appropriately. The Trust's eight strategic themes are:

- Change how they deliver services to generate affordable capacity to meet the demands of the future
- Be one of the safest trusts in the UK
- Treat patients as partners in their care
- Create an exceptional workforce for the future
- Devolve decision making and empower frontline staff to lead
- Maximise the use of technology so that the right information is available for the key decisions
- Enhance patient care through research
- Play their part in delivering a successful health and care system

1.2. The Trust's vision, values and priorities:

The Trust's aim is to provide their patients with best practice, high quality care and treatment that is comparable to the best in the world. The Trust wants to care for its patients in a safe environment and ensure that everyone has an outstanding experience.



As part of a local healthcare system the Trust needs to make the most efficient use of resources and work with partners to continuously improve the way they do things as they know this will lead to a better experience for patients and better clinical outcomes.

The Trust wants to be nationally recognised for its specialist services, leading regional provider networks and developing its services through a combination of clinical excellence, research and high quality training.

Their vision has been defined as:

“We will realise the great potential of our organisation by empowering our skilled and caring staff to deliver high-quality, financially sustainable services in state-of-the-art facilities. Clinical outcomes will be excellent and with a spirit of openness and candour we will ensure an outstanding experience for our patients.”

The Trust's values represent the way it does things and what it stands for. By embedding these shared values in everything it does the Trust will increase staff engagement, improve outcomes and create a positive experience for its patients.

2. The person specification

2.1. The opportunity:

We are recruiting a non-executive director for North Bristol NHS Trust. This is an exceptional opportunity to share your talents and expertise to make a positive difference to the lives of people in your community.

The Trust has identified the need to undertake a significant programme of organisational development activities to support the delivery of the Trust Strategy. The Board are currently developing an OD Roadmap and have identified the need for a Non-Executive Director with expertise in this area to help shape and challenge to ensure the best results are achieved.

The Trust Strategy also has a strong focus on maximising the use of technology to drive quality and efficiency benefits. The Trust appointed a Director of Information Management and Technology in 2015 and therefore it would be desirable if

candidates also had an Information Management and Technology background to support and challenge the development of this strategic theme.

2.2. Essential criteria

You will need to have a genuine commitment to patients and the promotion of excellent health care services. You will have senior level experience in Organisational Development and it would also be desirable if you had experience in Information Management and Technology.

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 take an active part in other committees (including the investment and remuneration 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.

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
- Applicants should have strong connections with the Bristol area. Preference will be given to candidates who live within 80 miles of North Bristol HQ which is based at Southmead Hospital.

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](#)
- [terms 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
- 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: 25 April 2017 at 11am.** Please forward your completed application to public.appointments@nhs.net
- **interview date: 16 May 2017**
- **proposed start date: to be confirmed**

9. Getting in touch

- **with the Trust** - for an informal and confidential discussion with Eric Sanders, the Trust Secretary, regarding the role please email eric.sanders@nbt.nhs.uk, or telephone on 0117 414 3809.
- **with NHS Improvement** – for general enquiries contact Miriam Walker on 0300 123 2059 or by emailing miriam.walker@nhs.net.



Improvement

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