

Could you help lead the NHS in your area?

Non-executive director and Designate Non-executive director Candidate information pack

Reference: M1491



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. Introduction from Ellen Schroder, the Trust's Chair

Thank you for your interest in becoming a Non-Executive Director of East & North Hertfordshire NHS Trust.

This is an exciting time in the history of the Trust and the four hospitals it operates. Having completed one of the largest and most successful hospital reconfiguration projects in the NHS, the Trust is now focused on making sure that the benefits of these changes for patients become embedded. Already we have seen real improvements in patient experience, as well as sustained falls in our mortality, infection, pressure ulcer and inpatient fall rates - but there is always more to do.

Currently our focus is on transforming our hospitals through delivering savings and becoming even more efficient (based on best practice across the NHS), whilst at the same time continuing to provide our patients with high quality care and meeting national performance standards. It is this programme of work that will help us meet the challenges of rising demand and the need to work very differently in future, especially with our partner organisations. This places the Trust at the heart of delivering the local sustainability and transformation partnership (STP) covering health and social care in Hertfordshire and West Essex.

We are looking for a Non-Executive Director and a Designate Non-executive director, one to be the Chair of our Finance and Performance committee and one to take over the role of Chair of the Audit Committee when our current Audit Chair steps down in January 2018.

This brochure gives some details of the positions and how to apply. Do also please get in touch with me on ellen.schroder@nhs.net or 01438 284049 for an informal discussion about the roles.

I look forward to hearing from you.

Ellen Schroder

Chair, East and North Hertfordshire NHS Trust

2. The opportunity

We are recruiting at least a Non-executive director and a Designate Non-executive director for East and North Hertfordshire NHS Trust. These are exceptional opportunities to share your talents and expertise to make a positive difference to the lives of people in your community. Specifically, we are seeking to recruit to the following opportunities:

- **Non-executive director and Chair of Finance and Performance Committee**

This role will be a full voting member of the Board and will be chair of one of the key Sub Committees, the Finance and Performance Committee.

- **Designate Non-executive director and future Chair of the Audit Committee**

This role will initially be a designate Non-executive director, sitting on key committees and an integral member of the Board but on a non-voting basis. They will be expected to become Chair of the Trust's Audit Committee and a full voting member of the Board when the current Audit Chair steps down in January 2018.

Successful appointees to these roles will also be expected to sit on other committees and carry out various roles in the Trust to be discussed with the Chair after appointment.

3. The person specification

Essential criteria

These are key appointments for the Trust and candidates will need to have a genuine commitment to patients and the promotion of excellent health care services. We are seeking the following experience:

Experience required for Non-executive director and Chair of Finance and Performance Committee

- Experience of managing businesses of a comparable size to the Trust and in financially constrained environments
- Experience of delivering cultural change within organisations with a track-record of embedding efficiency and best practice in comparable sized organisations
- Evidence of developing financial strategy for an organisation

Experience required for Designate Non executive director and future Chair of the Audit Committee

- Relevant financial qualifications with recent finance experience to chair an Audit Committee in an organisation of a comparable size and complexity to the Trust
- Knowledge and experience of risk management and assurance
- Experience of dealing with both internal and external audit matters

You will need to be able to demonstrate you can use your experience to:

- work alongside other non-executives and executive colleagues as an equal member of the board
- bring independence, external perspectives, skills, and challenge to strategy development
- hold the executive to account by providing purposeful, constructive scrutiny and challenge
- shape and actively support a healthy culture for the trust

All non-executive directors must **champion 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.

As a future NHS leader, the successful candidate will be able to demonstrate the range of behaviours required to contribute effectively in this board level role. These are outlined in the NHS Leadership Academy's [Healthcare Leadership Model](#).

Applicants should live in or have strong connections with the Hertfordshire area or within the surrounding areas.

- On average this role will require the equivalent to 2 to 3 days a month.
- The remuneration payable for this role is £6,157 pa.

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. NHS Improvement make a number of specific background checks to

ensure that those we appoint are “fit and proper” people to hold these important roles. More further information please contact Sharon.davies19@nhs.net

4. About East and North Hertfordshire NHS Trust

The East and North Hertfordshire NHS Trust was created in April 2000, following the merger of two former NHS trusts serving the east and north Hertfordshire areas. Today, the Trust provides a wide range of acute and tertiary care services from four hospitals, namely the Lister in Stevenage; New Queen Elizabeth II in Welwyn Garden City; Hertford County in Hertford; and the Mount Vernon Cancer Centre in Northwood, Middlesex

Since October 2014, the Lister has been the Trust’s main hospital for specialist inpatient and emergency care. The New QEII hospital, which was commissioned by the East and North Hertfordshire Clinical Commissioning Group, opened fully from June 2015 and provides outpatient, diagnostic and antenatal services, along with a 24/7 urgent care centre. Hertford County also provides outpatient and diagnostic services. The Cancer Centre at Mount Vernon provides tertiary radiotherapy and local chemotherapy services.

The area served by the Trust for acute hospital care covers a population of around 600,000 people and includes south, east and north Hertfordshire, as well as parts of Bedfordshire. The Mount Vernon Cancer Centre provides specialist cancer services to some two million people from across Hertfordshire, Bedfordshire, North West London and parts of the Thames Valley.

The Trust’s main catchment is a mixture of urban and rural areas in close proximity to London. The population is generally healthy and affluent compared to England averages, although there are some pockets of deprivation – most notably in parts of Cheshunt, Hatfield, Letchworth, Stevenage and Welwyn Garden City. Over the past ten years, rates of death from all causes, early deaths from cancer and early deaths from heart disease have all improved and are generally similar to, or better than, the England average.

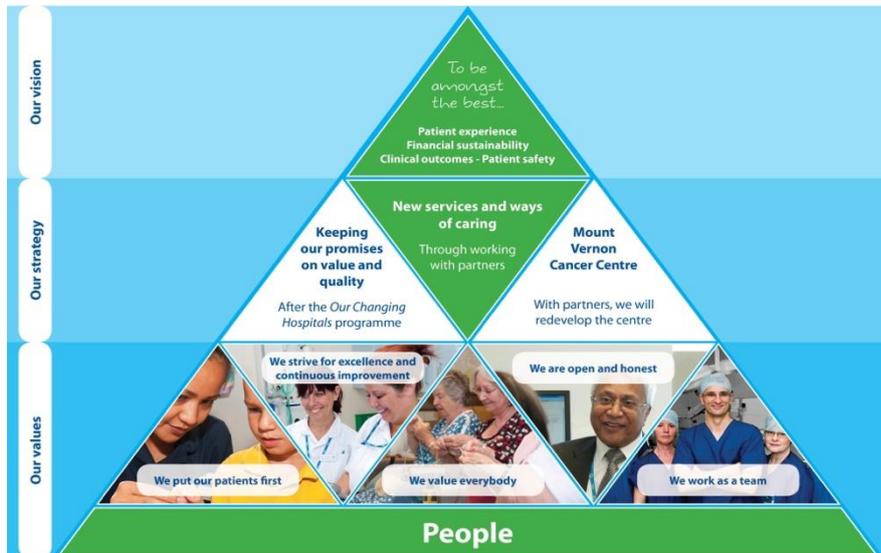
The birth rate is slightly above the England average, with the Trust’s core catchment population forecast to rise by just under 10% over the 10 years to 2026), the most significant growth is expected in people aged 45 to 74 years (although rates of increase in those aged 75 and over are likely to have the greatest impact in terms of health needs). Black and minority ethnic groups (i.e. non-white British) make up approximately 10% of the population in east and north Hertfordshire, including Stevenage and Welwyn Hatfield.

Through the Lister, Queen Elizabeth II and Hertford County, the Trust provides a wide range of acute inpatient, outpatient, diagnostic and minor treatment services – including emergency department and maternity care – as well as regional and sub-

regional services in renal medicine, urology and plastic surgery. Some 5,000 staff are employed by the Trust and its annual budget is approximately £425 million.

The Trust's vision, values and priorities

The Trust's vision, strategy and values have been summarised in a simple graphic device (see below) that has been shared with all staff through a variety of different means during the year.



Appendix 1: Role and responsibilities

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.

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.

Responsibilities of audit committee chairs

Audit committee chairs should have recent and relevant financial experience. 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

Appendix 2: More information

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

The following information about NHS Improvement and this appointment is available on request from sharon.davies19@nhs.net :

- 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

Appendix 3: 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

Key dates

- **closing date for receipt of applications:** 31 July 2017 at 11.00am. Please forward your completed application to public.appointments@nhs.net
- **interview date:** To be confirmed
- **proposed start date:** To be confirmed

Getting in touch

- **with the Trust** - for an informal and confidential discussion with Ellen Schroder, the Chair of the trust, please contact Sharon Nahal, Executive Assistant on 01438 284049.
- **Odgers Berndtson** are helping us to identify potential candidates. If you would like a confidential discussion about the role contact Carmel Gibbons on 020 7529 1128 or Peter Mason on 020 7518 2641.
- **with NHS Improvement** – for general enquiries contact Sharon Davies on 0300 123 2068 or by emailing sharon.davies19@nhs.co.uk

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.

Contact us

NHS Improvement
Non-executive Appointments Team
Room 2C18
Quarry House
Leeds LS2 7UE

E: public.appointments@nhs.net
W: improvement.nhs.uk