

Could you help lead the NHS in your area?

**1 Non-executive director &
2 Associates**

Candidate information pack

Reference: M1497



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.

Contents

1. The opportunity	4
2. The person specification	4
3. About the Trust	5
4. Key challenges	5
5. Appendices	7

Appendix 1: Role and responsibilities

Appendix 2: The seven principles of public life

Appendix 3: Terms and conditions of appointment

Appendix 4: More information

Appendix 5: Making an application

1. The opportunity

There is a vacancy for a Non-executive Director with clinical and patient safety expertise on The Princess Alexandra Hospital NHS Trust Board. The Trust is also looking to provide additional public, voluntary, community or charity expertise by identifying two Associates who will provide experience in strategic planning, financial management or service development.

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. The person specification

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 one of the following:

For the Non-executive Director post:

- Clinical and patient safety expertise gained from medical, nursing or allied disciplines, preferably with experience in an academic, research, regulatory or clinically focused fields.

For the Associate posts:

- Public, voluntary, community or charity sector experience with experience in strategic planning/ financial management or service development.

Previous non-executive experience gained within the public or private sector would be an advantage.

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 surrounding counties.

3. About The Princess Alexandra Hospital NHS Trust

The Princess Alexandra Hospital NHS Trust is located in Harlow, Essex and is a 504 bedded District General Hospital providing a comprehensive range of safe and reliable acute and specialist services to a local population of 258,000 people.

The Trust is committed to the core principles of the NHS which are to provide services that meet the health needs of everyone and are free at the point of delivery.

The Trust shapes their services around the needs of all patients including providing access to and information about their services to all who may choose to use us, and in a manner which promotes the greatest level of understanding and accessibility.

The Hospital is monitored and regulated by the Care Quality Commission.

The Trust's vision is to become an excellent local provider of integrated care. There is a drive across the health and social care system to achieve new ways of working to improve the effectiveness and efficiency of services. The Princess Alexandra Hospital NHS Trust Board is responsible for ensuring excellent progress is made on all fronts without compromising the quality and safety of services. This requires the Board to provide strategic leadership and effective oversight of operational performance for a Trust with an annual budget of circa £200million.

4. Key challenges

The Trust's objectives for 2016/17 are listed below but are currently being reviewed by the Trust Board:

- Quality and patient safety: delivering great patient outcomes and personalised care
- Operational performance: delivering all regulatory and national operating standards
- Managing resources: delivering value through improved efficiency and increased productivity
- Engaging with and developing people: delivering great opportunities through learning, research and innovation
- Planning the future with partners: delivering on commitments and ensuring an organisation fit the future

Priority Areas and key challenges:

The Trust was inspected by the Care Quality Commission in June 2016 and was rated as 'inadequate' and placed in Special Measures. The Trust is committed to changing that rating and has developed a Quality Improvement Plan with actions and key performance Indicators to address the concerns raised by the CQC.

A rating of 'Good' for the domain of Caring was received across all services whilst Maternity and Gynaecology services were rated as Outstanding.

The Trust delivered on its financial targets in 2016/17, reducing agency costs and delivering against its cost improvement programme. However, performance against the constitutional standard requiring a minimum of 95% of patients attending the A&E department to be seen, treated and admitted or discharged in under four hours, remains the Trust's most challenging area of performance albeit an improving one.

The successful recruitment, retention and development of staff are areas of ongoing focus. Recruitment of key clinical staff continues to be a challenge for the Trust as it is nationally. However, ongoing recruitment from the UK and overseas continues and nursing and doctor numbers have gradually improved.

The Trust is further challenged with an aging estate and will focus on developing estate solutions in 2017/18 within the Sustainability and Transformation Plan for West Essex and Hertfordshire. In addition, future integration of local health and social care services with key partners and stakeholders is vital as part of the developing Accountable Care Partnership arrangements. A Strategic Outline Case to build a new hospital in the future is being developed.

Appendix 1: Role and responsibilities

2.1 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.

2.2 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.

Appendix 2: 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 please contact sharon.davies19@nhs.net

Appendix 3: Terms and conditions of appointment

- The remuneration payable for this role is £6,157 per annum.
- 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

Appendix 4: 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 5: 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:** 3 July 2017 at 11.00am. Please forward your completed application to public.appointments@nhs.net
- **interview date:** 13 July 2017
- **proposed start date:** To be confirmed

Getting in touch

- For an informal and confidential discussion with Alan Burns, the Chair of the trust, please contact Heather Schultz on 01279 444455 extension 2555 or email heather.schultz@pah.nhs.uk
- **NHS Improvement** – for general enquiries contact Sharon Davies on 0300 123 2068 or by emailing sharon.davies19@nhs.net



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.

Contact us

NHS Improvement
Room 2C18
Quarry House
Leeds LS2 7UE

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