

# Could you help lead the NHS in your area?

## 2 Associate Non-executive Directors Candidate information pack

**Reference: M1504**



**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. The opportunity

Nottingham University Hospitals NHS Trust is seeking senior level experience to strengthen its Board sub-committees and provide additional assurance to the Board. 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 Associate Non-executive Directors will be appointed as members of the relevant sub-committees, and will be invited to attend all board meetings, participating in a consultancy capacity, advising the board but not able to vote.

These Associate Non-executive Directors are also being recruited as part of the board's succession planning for the non-executive team. Those identified may be considered for appointment to the Trust board, without further competition, when a Non-executive Director vacancy arises.

## 2. The person specification

### Essential criteria

You will need to have a genuine commitment to patients and the promotion of excellent health care services. We are particularly interested in candidates who bring senior level experience across one of the following areas:

- HR
- Estates
- Capital management
- Primary care

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 have strong connections with the East Midlands area.
- We estimate that as a minimum this role will require the equivalent to 2 to 3 days a month.
- The remuneration payable for this role is £6,157 pa.
- The initial appointment will be for a period of two years. If an opportunity for appointment to the Trust Board has not arisen during this time, you may be considered for further terms of office, subject to the needs of the organisation and a good performance

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 information please contact [Sharon.davies19@nhs.net](mailto:Sharon.davies19@nhs.net)

### **3. About Nottingham University Hospitals NHS Trust**

Nottingham University Hospitals NHS trust (NUH) is one of the largest hospital teaching trusts in Europe, delivering exceptional patient care with a real focus on teaching and research. It has a reputation for strong patient outcomes and staff engagement and works closely with partners at a local, regional and national level.

With a turnover of over £900m and 15,000 staff, NUH is one of the biggest and busiest acute teaching trusts in Europe delivering an exceptional range of patient care, teaching and research, including many regional tertiary services. It is one of the most research active trusts and in partnership with the University of Nottingham, NUH was recently selected as a Biomedical Research Centre. The Trust is based in the heart of Nottingham and provides services to over 2.5 million residents of Nottingham and its surrounding communities and provides specialist services for a further 3-4 million people from across the region.

The Trust is one of the largest employers in the region, employing over 15,000 people at Queen's Medical Centre (QMC), Nottingham City Hospital, Ropewalk House as well as services within the community. QMC is where its Emergency Department (A&E), major trauma centre and the Nottingham Children's Hospital are located. The QMC is also home to The University of Nottingham's School of Nursing and Medical School. Nottingham City Hospital is the Trust's planned care site, where its cancer centre,

cardiac centre and stroke services are based. Ropewalk House is where a range of outpatient services, including hearing services are provided.

NUH has 90 wards and around 1,700 beds and on average it cares for approximately:

- 68,888 outpatient appointments a month
- 15,897 outpatient appointments a week
- 3,167 outpatient appointments a day
- 65 elective patients a day
- 1,981 elective patients a month
- 305 daycase patients a day
- 6,640 daycase patients a month
- 2,064 patients pass through the doors at QMC a day
- 528 Emergency Department patients a day

The Trust also has a national and international reputation for many of its specialist services, including stroke, renal, neurosciences, cancer services and trauma and is at the forefront of research and new surgical procedures. In partnership with The University of Nottingham the Trust hosts a Biomedical Research Centre carrying out vital research into hearing, digestive diseases, respiratory, musculoskeletal disease, mental health and imaging.

As a teaching trust, NUH has a strong relationship with its colleagues at The University of Nottingham and other universities across the East Midlands, including Nottingham Trent and Loughborough Universities, the latter being where the Trust is part of the Olympic Legacy project. It plays a vital role in the education and training of doctors, nurses and other healthcare professionals.

The Trust's 2016 – 2021 strategy is set out in the table below:

<b>What NUH will do</b>	<b>1</b> <b>Highest quality clinical services</b>	<b>2</b> <b>Modern and efficient facilities</b>	<b>3</b> <b>Excellent staff delivering nationally renowned patient experience</b>	<b>4</b> <b>Affordable health and social care system for Nottinghamshire patients</b>
<b>How NUH will do it</b>	A. Create an integrated acute provider for Nottinghamshire that delivers high quality clinical care and services	A. Significant redevelopment and redesign of our estate to deliver excellent experience for patients, families, carers and our	A. Become a national leading provider of choice for employment and training. Attracting, developing, retaining and	A. Working with our health & social care partners to agree and implement pathways with provider and commissioner viability, ensuring

		staff	supporting the best people to provide the highest quality of care for our patients	patients only come to and stay in hospital when they need specialist care
	B. We will become a national leader in how we integrate physical & mental health	B. Right size its estate to ensure it is efficient and affordable. All our facilities will be designed with our vulnerable patients in mind	B. Reduce our reliance on agency staff through robust workforce plans and development of innovative workforce models providing varied career opportunities	B. Create strong and sustainable specialised services via our partnerships & strengthen relationships with other providers of specialist services
	C. Further develop as a leading national and international centre for teaching, research and innovation by becoming a Biomedical Research Centre	C. We will become a paperless hospital	C. Develop leadership and talent at every level of the organisation so staff can thrive and progress their careers within NUH	C. Working with our system partners to deliver on the Five Year Forward View through the Nottinghamshire System Transformation Plans (STPs)

Many NUH staff contributed to the development of a set of values that underpin NUH's desire to continue to provide the highest quality of care to patients and each other and improve the services it provides. They are shared across the whole of NUH and inform every action taken by the Trust and its staff, every decision made and the behaviours of everyone involved with the Trust. NUH is a partner in the Nottingham and Nottinghamshire Sustainability and Transformation Plan.

## Divisions

The Trust is managed via a structure of Clinical Divisions, most with services across both campuses:

- Medicine
- Surgery
- Family Health
- Cancer & Associated Specialties
- Clinical Support

Each Division is led by a Divisional Director (a clinician) supported by a Divisional Nurse and a Divisional General Manager, with the Divisional Director reporting to the Chief Executive via the Chief Operating Officer. Each specialty has a clinical Head of Service, who reports through to the relevant Divisional Director. In addition to the Divisions, there are a number of corporate departments.

## Quality and safety

Nottingham University Hospitals NHS Trust was inspected by the Care Quality Commission's Chief Inspector of Hospitals in 2015. The CQC's report described NUH as a 'good' trust overall. CQC identified many examples of good patient care and excellent work and achieved a rating of 'outstanding' in the well led domain. The Trust has implemented a robust action plan to address areas identified for action, as well as other areas in which the CQC suggested the experience of patients could be enhanced.

## 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.

## 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](mailto: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:** 21 July 2017 at 11.00am. Please forward your completed application to [public.appointments@nhs.net](mailto:public.appointments@nhs.net)

- **Preliminary Interviews: w/c 31 July 2017**
- **interview date: 22 August 2017**
- **proposed start date: To be confirmed**

## Getting in touch

- For an informal and confidential discussion with Eric Morton, the Chair of the trust please contact his PA on Janine Barrowcliffe on 0115 9709121.
- First Board meeting for successful candidates: Thursday 31 August 2017
- **GatenbySanderson** are helping us to identify potential candidates. If you would like a confidential discussion about the role contact Emma Pickup, Senior Consultant on 0113 205 6289 or 07590 225 470 or [Emma.Pickup@gatenbysanderson.com](mailto:Emma.Pickup@gatenbysanderson.com)
- **NHS Improvement** – for general enquiries contact Sharon Davies on 0300 123 2068 or by emailing [Sharon.davies19@nhs.net](mailto:Sharon.davies19@nhs.net)

## 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](mailto:public.appointments@nhs.net)  
W: [improvement.nhs.uk](http://improvement.nhs.uk)