

# Could you help lead the NHS in your area?

## Non-executive director Candidate information pack

Reference: S1193



**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

We are recruiting a Non-Executive Director for Maidstone and Tunbridge Wells 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 person appointed will be expected to Chair one or more of the sub-committees of the Trust Board.

## 2. The person specification

### Essential criteria

- You will need to have a genuine commitment to patients and the promotion of excellent healthcare services and have senior, recent experience, at Board or equivalent level, within a large complex organisation in the following;
- A background in Organisational Development and Change Management with experience in building capacity to deliver change at pace, and in building strong external partnerships

### Desirable criteria

- You will ideally have some Workforce / Human Resources expertise
- Experience with public sector partnership working or private sector joint venturing 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](#).

You should live in, or have strong connections with, Maidstone and Tunbridge Wells or the surrounding areas (i.e. within a reasonable distance from the Trust).

### **3. About Maidstone and Tunbridge Wells NHS Trust**

Maidstone and Tunbridge Wells NHS Trust (the Trust) is a large acute hospital Trust in the south east of England. The Trust was legally established on 14<sup>th</sup> February 2000, and provides a full range of general hospital services and some areas of specialist complex care to around 560,000 people living in the south of West Kent and the north of East Sussex.

The Trust's core catchment areas are Maidstone and Tunbridge Wells and their surrounding Boroughs and it operates from 3 main clinical sites: Maidstone Hospital, Tunbridge Wells Hospital at Pembury and Crowborough Birth Centre. Tunbridge Wells Hospital is a Private Finance Initiative (PFI) hospital and the majority of the site provides single bedded en-suite inpatient accommodation. In addition, the Trust provides specialist Cancer services to circa 1.8 million people across Kent and East Sussex, via the Kent Oncology Centre, which is sited at Maidstone Hospital and Kent and Canterbury Hospital in Canterbury. The Trust also provides Outpatient and outreach clinics across a wide range of locations in Kent and East Sussex. The Trust employs over 5000 full and part-time staff.

In July 2016, the Trust was placed in Financial Special Measures by NHS Improvement (NHSI) to help improve its financial position. Since that time, the Trust has worked closely with NHSI to develop and deliver a Financial Recovery Plan, to reduce its expected year-end deficit for 2016/17, and develop robust plans for 2017/18 and 2018/19. The organisation has a long and strong track record of making financial efficiencies, and as a consequence, has managed to keep its deficit well below that of many other acute care providers in recent years. However, the Trust recognises it needs to do more, and continues to work with NHSI to identify further efficiencies.

The Trust is also a key stakeholder in the development and implementation of the Kent and Medway Sustainability and Transformation Plan (STP). The Trust's Chief Executive is the Senior Responsible Officer (SRO) for the STP, and detailed discussions with STP partners regarding the future delivery of services across the STP footprint are well developed. As the STP moves forward, the Trust Board will increasingly need to consider the external context, whilst continuing to ensure that internal performance is maintained and/or improved.

### **4. Key challenges**

To be the service provider of choice delivering consistently high quality, reputable & viable services, inside and outside hospital, to the people of West Kent, East Sussex and further afield in the region. The three strategic focus areas of the Trust are:

- 1. Delivering Quality Care**
- 2. Achieving Sustainability**
- 3. Creating an improvement mind-set and capability within Trust**

## The Trust's values

**P Patient First:** We always put the patient first and at the centre of what we do

**R Respect:** We respect and value our patients, visitors and each other

**I Innovation:** We take every opportunity to improve service delivery

**D Delivery:** We aim to deliver high standards of quality and efficiency in everything we do

**E Excellence:** We take every opportunity to enhance our reputation and aim for excellence

## 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. For more information please contact [sharon.davies19@nhs.net](mailto:sharon.davies19@nhs.net)

### **Appendix 3: 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

### **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](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 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: 19 June 2017 at 11.00am.**  
Please forward your completed application to [public.appointments@nhs.net](mailto:public.appointments@nhs.net)
- **Interview date: 27 June 2017**
- **Proposed start date: As soon as possible**

## Getting in touch

- **With the Trust** - for an informal and confidential discussion with David Highton, Chair of the Trust Board, please contact his PA Teresa Jarrett on 01622 226412.
- **With NHS Improvement** – for general enquiries contact Sharon Davies on 0300 1232068 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.

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