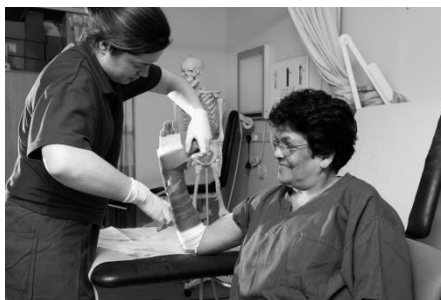


Could you help lead the NHS in your area?

Non-executive director Candidate information pack

Reference: S1490



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.

Contents

1. The opportunity	4
2. The person specification	4
3. About the Trust	5
4. Key challenges	6
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

We are recruiting a Non-executive Director for Dartford and Gravesham 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.

2. The person specification

Essential criteria

You will need to have a genuine commitment to patients, to the promotion of excellent health care services and have senior board level or equivalent experience in a large or complex organisation.

Desirable criteria

The Trust has identified that candidates with a clinical or legal background would also be an advantage bringing a different dimension to the Board and complementing the backgrounds of existing non-executive directors.

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 the Kent area and/or have an understanding of the area served by the Trust

3. About Dartford and Gravesham NHS Trust

Dartford and Gravesham NHS Trust (the Trust) provides services at Darent Valley Hospital, Queen Mary's Hospital in Sidcup, Erith & District Hospital and Elm Court based at Priory Mews nursing home. It offers a comprehensive range of acute services to around 400,000 people primarily in Dartford, Gravesham, Swanley and Bexley. It also provides community based services such as the Hospital at Home team and community midwifery. Situated on the edge of London and Kent, the Trust is uniquely placed and engaged actively in networks within both Kent and South East London to improve clinical pathways and financial sustainability.

Darent Valley Hospital is located on the eastern outskirts of Dartford, and has excellent road and rail links to London, Kent and the rest of South East England. The hospital opened in September 2000 and now has c.550 inpatient beds and specialties that include day-care surgery, general surgery, trauma, orthopaedics, cardiology, maternity and general medicine. The Darent Valley hospital building is run as part of a Private Finance Initiative (PFI). This means the building is owned by a private sector company, The Hospital Company (Dartford) Limited, and the Trust leases the building from the company. The nature of the lease arrangement means that the hospital's modern working environment is maintained to a high standard. Many non-clinical services, such as portering, domestic cleaning, security and facilities maintenance, are provided by Carillion Health.

Queen Mary's Hospital and Erith & District Hospital sites are owned and managed by Oxleas NHS Trust, and since the dissolution of South London Healthcare NHS Trust in October 2013 the Trust is the major provider of care onsite. The services that the Trust provides on the Queen Mary's Hospital site include day surgery, in-patient care, outpatient services, physiotherapy and radiology. Outpatient and imaging services are also provided at Erith.

The turnover of the Trust is expected to be over £260M in 2017/18 and it employs around 3,300 staff across a wide range of professional groups. The Trust's headquarters is based at Darent Valley Hospital.

One example of the way the Trust is working to improve patient access to its services is the development at Elm Court, a BUPA nursing home close to Darent Valley Hospital. Since October 2013 it has leased a ward on site and provides rehabilitation by its own staff as part of a managed care pathway.

The Trust works in partnership with the local health providers, Kent County Council, Social Services (in Kent and Bexley), Dartford, Gravesham and Swanley, and Bexley Clinical Commissioning Groups (CCGs) and its PFI Partners to ensure that the best possible care is provided not just in hospital but also throughout the local health economy.

The Trust's vision, values and priorities:

The Trust is committed to providing high quality services and in 2014 it engaged with over 300 staff to help develop values that underpin how it approaches its responsibilities.

The Trust's values are critical to its success and it expects all staff to apply them in their work:

- Delivery high quality **CARE WITH COMPASSION** to every patient.
- Demonstrating **RESPECT AND DIGNITY** for patients, their carers' and their colleagues.
- **STRIVING TO EXCEL** in everything they do.
- Sustaining the highest **PROFESSIONAL STANDARDS**, showing honesty, openness and integrity in all their actions.
- **WORKING TOGETHER** to achieve the best outcomes for their patients.

These values are supported by behaviours which every member of staff is expected to exhibit. Engaging staff in the development of the values is one example of how it engages staff. The Trust regards staff development as integral to how it works, which is demonstrated by consistently strong staff survey results and being an HSJ Top 100 Employer.

4. Key challenges

The Trust is in the early stages of a strategic partnership with Guy's and St Thomas' NHS Foundation Trust (GSTT). This unique development of a Foundation Healthcare Group is supported by NHS England as an Acute Care Collaborative Vanguard and will support the long-term clinical and financial sustainability of the Trust. 50 Vanguards have been chosen from across the county to lead on the development of new care models which will act as a blueprint for the NHS moving forward and provide inspiration to the rest of the health and care system.

The Trust and GSTT are working together to collaborate and share information more effectively, which in turn will greatly improve patient experience and clinical outcomes without the formal organisational change of a merger or acquisition. The Trust currently provides a range of local hospital services to the population of Kent and south east London and works with partners to provide a range of specialist services. In order to meet the needs of a diverse, ageing and growing population, the Trust is working with GSTT to standardise pathways and deliver more specialist services in an innovative and clinically and financially sustainable way.

One of the biggest challenges for the Trust is the Private Finance Initiative (PFI). The Trust was the first in the country to sign a PFI contract and others have had the benefit of the learning that the organisation has had over a long period of time. This

means the building is owned by a private sector company and therefore to ensure that the hospital's modern working environment is maintained to a high standard there has to be a tripartite relationship between the Trust, The Hospital Company (Dartford) Limited and Carillion who provide many non-clinical services, such as portering, domestic cleaning, security and facilities maintenance.

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: 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 Miriam.walker@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 Miriam.walker@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: 11 July 2017 at 11am.** Please forward your completed application to public.appointments@nhs.net
- **interview date: 26 July 2017**
- **proposed start date: To be confirmed**

Getting in touch

- **with the Trust** - for an informal and confidential discussion with Peter Coles, the Chair of the Trust or Susan Acott, Chief Executive, please contact Stacey Jeebooh on 01322 428737.
- **with NHS Improvement** – for general enquiries contact Miriam Walker on 0300 123 2059 or by emailing miriam.walker@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
Room 2C18
Quarry House
Leeds LS2 7UE

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