

Could you help lead the NHS in your area?

2 Non-executive directors Candidate information pack

Reference: L1484



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

South West London & St George's Mental Health Trust is recruiting two non-executive directors to complement and enhance the skills on its Board of Directors. 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

We would like to recruit two non-executive directors who demonstrate the person specifications below. The candidates will need to have a genuine commitment to the Trust's service users and the promotion of excellent mental health care services.

The candidates will be expected to have senior level executive experience gained in a large or complex organisation(s) using global standards, processes and organisational systems or non-executive experience in the private, third or public sectors.

Post one

- **Community, Involvement & Engagement Non-executive Director**
The successful candidate will bring to the Board strong strategic experience in engaging diverse communities in delivering innovation and service transformation as well as a more triangulated understanding of quality.

Post two

- **Financial, Performance and Commercial Management Non-executive Director**
The successful candidate will bring to the Board strong financial and performance management experience as well as a good strategic understanding of commercial activities including large scale partnerships between the public and private sectors.

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 Kingston, Merton, Richmond, Sutton and Wandsworth areas. However, we will accept applications from surrounding areas with links to the trust.

- 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. For more information contact Leslie Horn on 0300 123 2057 or leslie.horn@nhs.net

3. About South West London and St George's Mental Health NHS Trust

South West London and St George's Mental Health NHS Trust (SWLSG)was formed in 1994. The Trust has, for over 160 years, provided mental health services.

The Trust is a leading provider of mental health services across south west London and a beacon of excellence for many of their national mental health services.

The Trust serves 1.1 million people across the London boroughs of Kingston, Merton, Richmond, Sutton and Wandsworth and employ more than 2,000 staff who provide care and treatment to about 20,000 people from south west London and beyond at any given moment.

SWLSG has a long history of innovation that has helped to redefine the mental health landscape in the UK with more than 100 clinical teams across the Trust, working to make sure that high quality patient centred care is their key priority. The emphasis of SWLSG's services is on recovery which means helping people to get on with their lives and to focus on the things that are important to them.

The Trust headquarters are in the impressive grounds of Springfield University Hospital in Tooting, with major inpatient services provided from Tolworth hospital in Kingston, and Queen Mary's hospital in Roehampton. SWLSG also operates in many other community locations in London and the south east.

SWLSG provides community and outpatient services in each of the boroughs they serve and provide many national services such as those for people with eating disorders and OCD as well as national deaf services.

SWLSG's staff are amongst some of the most advanced and experienced practitioners in their fields and the trust is proud of the positive impact their mental health services have for both patients and the wider community. The Trust invests in research, innovation and training in mental health and is connected to a number of academic and research organisations.

SWLSG's clinical expertise has led the trust to develop and contribute to ground-breaking national policies. The trust also regularly receives visitors to transfer knowledge and share good practice. From community outreach to informing government policy, SWLSG is working with you and for you to provide the best in mental health care.

As a teaching trust, SWLSG also provides education, training and research in partnership with a number of universities as listed below.

SWLSG's mission is clear: Making life better together.

SWLSG aspires to be a cost effective centre of excellence; a place where patients choose to be treated; where clinicians want to train and work; and where the trust's stakeholders want to work with them.

SWLSG aims to help patients take back control of their lives, and to help them get opportunities, roles, relationships and activities that are important to them. By putting patients at the heart and excellence at the core of the trust's business, they want to become the first choice for mental health for more and more people.

SWLSG want their services to be recognised as being effective – enabling people to recover and stay well.

SWLSG will strive for excellence – providing services that meet and exceed national standards and care that is always based on the best clinical evidence.

SWLSG's values outline how they treat their patients, shape how the trust works with their colleagues and are an important part of their continuing success in delivering high quality services. SWLSG values underpin everything the trust does and summarise what is expected from every member of staff. SWLSG are:

- **Respectful**
- **Open**
- **Compassionate**
- **Collaborative**
- **Consistent**

4. Key challenges

SWLSG's five year clinical and quality strategies support how the trust plans to deliver their mission and vision. SWLSG aims to provide the best possible clinical care and support to people who use the trust's services and their carers in the communities they serve.

SWLSG work in partnership with those who use their services, their relatives, carers and friends, and other stakeholders, to meet the following strategic objectives for 2016-2021:

- Improve quality and value: provide high quality and safe services that give value for money
- Improve partnerships: develop stronger external partnerships and explore business opportunities that improve access, responsiveness and service range
- Improve co-production: develop relationships which value patients and service users, carers, staff and the community as co-producers of services
- Improve recovery: enable increased hope, control and opportunity for patients and service users
- Improve innovation: become a leading innovative provider of health and social care services
- Improve leadership and talent: develop leadership and talent throughout the organisation

SWLSG works in partnership with their colleagues in primary care, local authorities and the non-statutory sector to:

- promote mental health and improve awareness of its importance,
- support people with mental health problems and their families,
- provide care and treatment to the highest standards,
- help schools and employers to challenge stigma.

SWLSG's aim is to serve the mental health needs of everyone in the trust's diverse communities.

SWLSG will use their Board Assurance Framework to set their agenda and drive the focus of the Board. The current areas of challenge are the focus of the Board:

- Bed Pressures and responding to capacity requirements
- Compliance with regulatory and meeting best governance practice

- Providing consistent and responsive community services
- Achieving recurrent saving plans
- Reducing agency costs to targeted level resulting in missing financial targets
- Provision of consistent safe staffing (the right staff with the right skills at the right time)

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](#).

For more information of any of the following please contact Leslie Horn on 0300 123 2057 or leslie.horn@nhs.net

Becoming a non-executive director

Eligibility and disqualification from appointment

Terms and conditions of chair and non-executive director appointments

How your application will be handled

Your personal information

Dealing with concerns

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

Appendix 1: Key dates

- **closing date for receipt of applications: Noon on 10 August 2017.** Please forward your completed application to applications@hunter-healthcare.com
- **interview date: week commencing 4 September 2017 (date to be confirmed)**
- **proposed start date: to be confirmed**

Getting in touch

- **Hunter Healthcare** is helping us to identify potential candidates, if you would like a confidential discussion about the role contact Rhiannon Smith or Jenny Adrian on 020 7935 4570 or email jadrian@hunter-healthcare.com.

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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