

Could you help lead the NHS in your area?

Non-executive director Candidate information pack

Reference: M1293



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 North Staffordshire Combined Healthcare NHS Trust (NSCH). 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 recent finance experience gained in a large, complex organisation. You will also have a financial qualification with the ability to Chair the Audit Committee.

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 have strong connections with South Cheshire or North Staffordshire or ideally live within 50 miles of the headquarters of the Trust.

- 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.

3. About North Staffordshire Combined Healthcare NHS Trust

North Staffordshire Combined Healthcare NHS Trust was established in 1994. The trust provides mental health and learning disability care to people predominantly living in the city of Stoke-on-Trent and North Staffordshire and are rated overall “good” by the Care Quality Commission for the services they provide. The trust is on a journey of improvement which has now led to them to be working “Towards Outstanding”.

The trust works from both hospital and community based premises, operating from approximately 30 sites. Their main site is Harplands Hospital, which opened in 2001 and provides the setting for most of their inpatient units.

NSCH provides services to people of all ages with a wide range of mental health and learning disability needs. Sometimes their service users need to spend time in hospital, but much more often they are able to provide care in outpatient settings, community resource settings and in people's own homes.

The trust also provide specialist inpatient and day patient care to children across the West Midlands with severe or complex mental health conditions (Tier 4 Child and Adolescent Mental Health Services (CAMHS)) and substance misuse services to people throughout Staffordshire.

The team of around 1,286 whole time equivalent (WTE), 1,438 (headcount) are committed to providing high standards of quality and safe services. They serve a population of approximately 464,000 people from a variety of diverse communities across Northern Staffordshire. The budget expenditure for 2017/18 is £80m.

The trust works in active partnership across the health economy with North Staffordshire GP Federation, University Hospitals North Midlands NHS Trust, Staffordshire and Stoke-on-Trent Partnership Trust, two main clinical commissioning groups (CCGs) – North Staffordshire CCG and Stoke on Trent CCG, Stoke City Council, Staffordshire County Council and numerous voluntary sector organisations.

In addition, the trust works closely with voluntary agencies which support people with mental health problems, such as the North Staffs Users Group, ADS, Approach, ASIST, Brighter Futures, Changes, EngAGE, North Staffs Huntington's Disease Association, Mind, North Staffs Carers Association, RaPT, Reach and the Beth Johnson Association.

The trust manages their services through six clinical directorates:

- Adult Mental Health Inpatient
- Adult Mental Health Community
- Substance Misuse
- Learning Disabilities
- Neuro and Old Age Psychiatry
- Children and Young People's Services

Each division is headed by a Clinical Director supported by a Head of Directorate. The trust provides a growing research and development programme in collaboration with local and regional research networks extending the role of this function features in their plans for the future including building on current infrastructure to continue to deliver high-quality research across a wide range of mental health topics.

The trust works in partnership with a range of educational establishments to support medical training. These educational links raise the profile of their trust and help the wider healthcare community to improve mental health and learning disability services and to ensure that their staff is kept up-to-date with best practice.

Their research and education partners are:

- Health Education England – West Midlands
- Keele University
- Staffordshire University
- West Midlands Academic Health Science Network

This is an exciting time for them as they play a full part in the transformation of the Staffordshire health economy. As a Board member you will be supporting transformation across health and social care, primary and secondary care and mental health and physical health care by the development of a Multi-Specialty Community Provider (MCP) for North Staffordshire. The Trust is also working with key partners, by leading a number of workstreams including mental health, digital and organisational development/transformation to improve the health of the population.

Their vision - the way they want their organisation to be seen

The trust's strategic aim - as one of the main providers of care - is to develop enhanced and coordinated health and social care. They are looking to be recognised as a centre of excellence in both integrated and specialist care, bringing innovative solutions to their services and embedding a culture of continuous learning across our organisation. This is reflected in their vision and objectives, as well as their focus on quality and safety.

This will be achieved through **seven key objectives:**

1. Enhance service user and carer involvement
2. Provide the highest quality services
3. Create a learning culture to continually improve
4. Encourage, inspire and implement research and innovation at all levels
5. Maximise and use resources intelligently and efficiently

6. Attract and inspire the best people to work there
7. Continually improve their partnership working

They are committed to providing the highest quality and safe mental health services. Integral to this is their emphasis on four key quality priorities defined by their board and embedded across the organisation known as 'SPAR' – Safe, Personalised, Accessible and Recovery-focused.

- S** - Their services will be consistently **safe**
- P** - Their care will be **personalised** to the individual needs of their service users
- A** - Their processes and structures will guarantee **access** to services for service users and their carers
- R** - Their focus will be on the **recovery** needs of those with mental illness



The trust's values are Proud to CARE: Compassionate, Approachable, Responsible, Excellent - developed by our staff and service users, as part of Listening into Action (LiA)



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.

Responsibilities of audit committee chairs

Audit committee chairs should have recent and relevant financial experience. They share the functions of the other non-executives, and in addition have responsibilities to:

- bring independent financial acumen to the work of the audit committee across its governance, risk management, assurance and internal control functions
- provide leadership to the audit committee to ensure that it is effective in its role and that internal control systems are in place and operating
- ensure that the audit committee is well informed and has timely access to all the information it requires
- facilitate the contribution of all members of the audit committee, auditors and other invited participants
- ensure that the board receives sound advice, assurance and useful and timely reports from the committee

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:

- 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

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: 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

- **New closing date for receipt of applications: Friday 28 July 2017 at 11.00am.** Please forward your completed application to public.appointments@nhs.net
- **interview date and meeting with trust stakeholders: Wednesday 9 August 2017.** Candidates invited to interview will meet with trust stakeholders for approximately 20 minutes just prior to interview. Feedback from this meeting will be given to the panel.
- **proposed start date: To be confirmed**

Getting in touch

- **with the Trust** - for an informal and confidential discussion with the Chair of the Trust David Rogers regarding the role, please contact his PA Justine Scotcher on 01782 275122
- **with NHS Improvement** – for general enquiries contact Sharon Davies on 0300 123 2068 or by emailing 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

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