

# Could you help lead the NHS in your area?

**Three Non-executive Directors and  
two Associate Non-executive  
Directors**

**Candidate information pack**

**Reference: S1484**



**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 opportunities 4
2. The person specification 4
3. About the Trust 5

Appendix 1: Role and responsibilities

Appendix 2: More information

Appendix 3: Making an application

Appendix 4: Key dates

---

## 1. The opportunities

Isle of Wight NHS Trust (IOW) is the only integrated acute, community, mental health and ambulance health care provider in England. 140,000 people live on the island but the population doubles during the summer months.

We are looking for three new Non-executive Directors (NEDs) and two Associate NEDs to share their talents and expertise to help transform IOW and make a positive difference to the lives of people in their 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 and relevant senior level experience in **one** of the following areas:

- **Post 1:** Clinical and patient safety expertise gained from medical, nursing, allied disciplines or social care experience at a senior level in an academic, research, regulatory or clinically focused role
- **Post 2:** Finance experience gained in a large and complex organisation with the ability to Chair the Audit Committee, preferably, with a financial qualification
- **Post 3:** Legal expertise and/or corporate governance experience
- **Associate posts:** In addition to the above criteria the Trust will also consider applicants with a portfolio of high level governance with strategic planning, financial management, risk management, organisation performance management and service development skills and/or HR, and workforce development expertise gained at a strategic level

The Associate NED role is used successfully in the NHS to support Board succession strategy and achieving a balance of Board level skills. Although not legally a member of the Board and does not participate in any formal vote, the individual is an integral member of the wider Board team comprising executive and non-executive roles and attending Board and key committee meetings as required.

The successful Associate NED candidates will be appointed by the Trust but may also be considered for appointments as a NED of the Board in future, should vacancies arise and they have the appropriate skills.

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 NEDs 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 Isle of Wight. The successful candidates can be either Island or mainland based, providing that they live within travelling distance.

- 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 makes 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](mailto:miriam.walker@nhs.net).

### **3. About Isle of Wight NHS Trust**

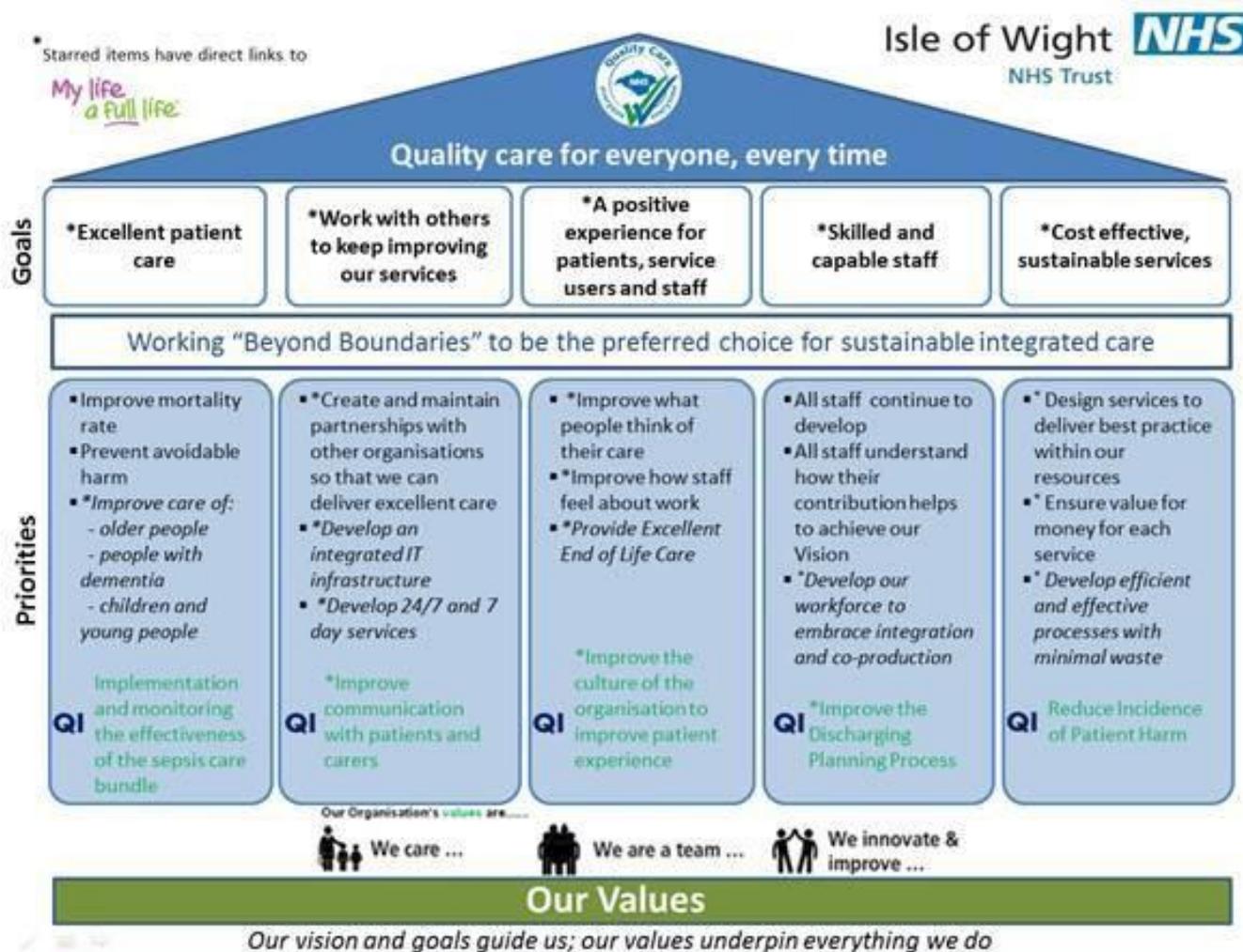
The Isle of Wight NHS Trust was formally established from 1st April 2012. The Trust works to the guiding principle and vision of “Quality care for everyone, every time”. This means that the Trust is focused on maintaining and improving the quality of patient care and providing integrated, accessible services on the Isle of Wight for the people it serves.

The Isle of Wight is the largest off-shore community in England and Wales, with a resident population of approximately 140,000. This figure doubles in the holiday season with the Island receiving approximately 2.8 million visitors each year. The Trust provides a unique portfolio of services across acute hospital services, ambulance services, community services and mental health services. Providing these core elements of the healthcare system in one organisation has enabled an unprecedented opportunity to create and deliver truly integrated care. Operating as a fully integrated provider enables the Trust to deliver more seamless ‘end to end’ care for its patients and the people it serves.

The central hospital site of St Mary's has over 300 beds, including children's wards, maternity and mental health services, and deals with approximately 24,000 inpatient admissions each year. In addition there are a variety of health clinics and community bases across the Island from which many of the Trust's services are delivered. In 2016-2017 revenue is circa £171m, for services delivered by a workforce of almost 2,700 (full time equivalent staff). The Trust is committed to personal development and has strong links with Southampton, Portsmouth and Bournemouth Universities.

### Strategic objectives:

The following strategic objectives support the delivery of the Trusts vision of "quality care for everyone, every time":



## Vision and values:

The Trust is driven by a **vision** and guiding principle to provide **quality care for everyone, every time** and they have a shared vision within the Island health economy to deliver **person centred coordinated health and social care**.



For the Trust that means that:

- *Our patients and their families will say that we care and would recommend us to others*
- *We will provide the right service for every individual, every time, delivered locally whenever clinically appropriate and cost effective*
- *We will be an excellent, trusted provider of care, central to the health and wellbeing of Island residents and visitors*
- *Our services will provide the best integrated care in the country – services integrated with each other and with those of our partners – and as a result we will be locally and globally admired*
- *We will fully realise for our patients and our commissioners the potential of our integrated organisational form and deliver an Isle of Wight system-wide strategy for integrated care*

## Values:

- *We care*
- *We are a team*
- *We innovate and improve*

## Key challenges

Isle of Wight NHS Trust faces huge financial and operational challenges and needs to develop clinically led and quality focused services that meet the needs of its patients. It is clear the Trust has a great deal to do if it is to meet those challenges; a recent inspection by the Care Quality Commission gave the Trust

an overall rating of “Inadequate”, and gave the Trust the following, more detailed assessments:

- Safe Inadequate
- Effective Requires improvement
- Caring Good
- Responsive Inadequate
- Well-led Inadequate

As a result, the Trust has been placed into Special Measures. Supported by NHS Improvement, a priority for the Board and the Chair will be to address the concerns identified by CQC in their inspection report.

## 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 NED

NEDs 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
- 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 [miriam.walker@nhs.net](mailto:miriam.walker@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

## Key dates

- **closing date for receipt of applications: 7 November 2017 at 11am.** Please forward your completed application to [public.appointments@nhs.net](mailto:public.appointments@nhs.net)
- **interview dates: 28 and 29 November 2017.** Interviews will be held at the Trust HQ on the Island
- **proposed start date: to be confirmed**

## Getting in touch

- For an informal and confidential discussion with Vaughan Thomas, the Chair of the Trust, please contact Angie Squibb on 01983 822099 ext. 5767
- **NHS Improvement** – for general enquiries contact Miriam Walker on 0300 123 2059 or by emailing [miriam.walker@nhs.net](mailto: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  
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)