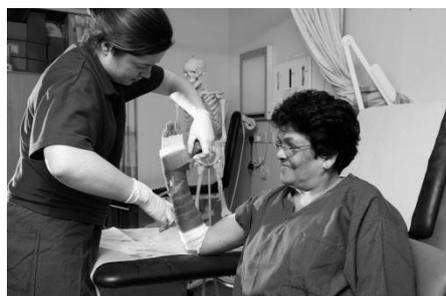


Could you help lead the NHS in your area?

Two non-executive directors

Candidate information pack

Reference: L1417



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.	Letter from the Chair, Ian Peters	
2.	The opportunity	5
2.	The person specification	5
3.	About the Trust	7
	Appendix 1: Role and responsibilities	11
	Appendix 2: More information	14
	Appendix 3: Making an application	14

Letter from the Chair, Ian Peters

I have been Chair of Barts Health NHS trust since April 2017. I joined because of my commitment to the future of the NHS, the scale of Barts to improve the lives of its communities, the momentum achieved in the previous 9 months, and particularly its inspirational people. My due diligence brought home the challenges faced by the Trust but also the range of opportunities to be grasped. The opportunity to be part of building the next phase in Barts 900 year history was something that I couldn't pass up. I haven't regretted joining for one minute.

There are frustrations, challenges, break throughs and innovations every month, hearing patient stories (good and bad), visiting newly refurbished wards, witnessing world leading surgical techniques all drive home our purpose. We have much to do, but I draw my inspiration daily from the people I meet across Barts – from receptionists to nurses, junior doctors to leading consultants, and the executive team. I am working with NHS Improvement to find two new non-executive directors to join the team to help steer two critical areas of strategic importance to Barts and the sustainability of the services we provide; one to help the Trust make the most of our extensive estate portfolio and help shape our financial strategy: the other to help us deliver our wide ranging people strategy and organisational change agenda. If you have the skills and experience needed for these roles we would love to hear from you.

1. The opportunity

We are recruiting two non-executive directors for Barts Health 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.

You will need to have a genuine commitment to patients and the promotion of excellent health care services. You will have senior Board level experience in a large and complex organisation ideally with local connections. You will be expected to take part in one of the board committees as a minimum.

2. The person specification

Post one

Barts Health has two critical £0.5 billion+ property developments and various other estates challenges/opportunities, as well as Private Finance Initiative (PFI) and balance sheet financing challenges. We are therefore looking to recruit an individual with related experience.

You will have experience in corporate finance and / or as Finance Director in the property development sector, ideally commercial property, including specific experience in one or more of the following areas:

- Property development
- Finance raising and restructuring
- Joint Ventures / Special Purpose Vehicles
- Planning applications and consents

Post two

To reflect the scale of workforce transformation needed and its criticality to both the quality and financial turnaround of Barts we are looking to recruit an individual with relevant human resources (HR), organisational development (OD) and leadership experience.

You will have broad experience of HR Director or OD professional responsibilities within a large people-based and/or service organisation. You will also have experience of leading and overseeing successful transformation including the introduction of new ways of working, organisational models, cultural change, efficiency and quality improvement. You will also be financially literate and have an interest in diversity and inclusivity.

Both posts

As a minimum you will have experience of operating at Divisional level in a large and complex organisation; if you have non-executive or other board experience it will be an advantage.

You will need to have a genuine commitment to patients and the promotion of excellent health care services with interest in London/east London. 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](#).

- On average this role will require the equivalent to 2 to 3 days a month.
- The remuneration payable for this role is £6,157 per annum.

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 please [visit the website](#) or contact leslie.horn@nhs.net

3. About Barts Health NHS Trust

The Barts Health group of hospitals provides a huge range of clinical services to people in east London and beyond. The trust operates from four major hospital sites and a number of community locations. Around 2.5 million people living in east London look to the trust's services to provide them with the healthcare they need.

The trust's group of five hospitals has been working together since 2012. The trust is internationally known for their excellence and innovation, and each of their hospitals celebrates a rich and varied history. The trust is very proud of the part their hospitals have played in improving lives for people in this part of east London over hundreds of years, and in their ability to overcome challenges, coming out stronger and continuing to improve.

Today, each hospital retains its unique character and the trust works together with the common vision to provide safe and compassionate care to 2.5 million patients in east London and beyond.

The Royal London in Whitechapel is a major teaching hospital providing local and specialist services in state-of-the-art facilities. Whipps Cross in Leytonstone is a busy general hospital with a range of local services. Newham in Plaistow is also a busy general hospital with innovative facilities such as its orthopaedic centre. Mile End hospital is a shared facility providing rehabilitation, outpatient, x-ray and community services. St Bartholomew's in the City, London's oldest hospital, is a regional and national centre of excellence for cardiac and cancer care.

As well as district general hospital facilities for three London boroughs (Tower Hamlets, Waltham Forest and Newham), the trust has the largest cardiovascular centre in the UK, the second largest cancer centre in London, an internationally-renowned trauma team, and the home of the London Air Ambulance. The Royal London also houses one of the largest children's hospitals in the UK, a major dental hospital, and leading stroke and renal units.

Bolstered by the trust's partnership with Queen Mary University of London (QMUL), Barts Health has a strong reputation for medical teaching and multi-disciplinary research. This attracts top clinicians to work for the trust, and generates innovations in patient care: each year the trust recruits more than 20,000 patients into pioneering clinical trials. Barts Health is also part of nationally-recognised vanguard projects for developing cancer services (across north east London) and integrating out-of-hospital care (within the borough of Tower Hamlets).

The volume of activity across Barts Health is breath-taking. The trust cares for more than 6,000 patients every day, and has a financial turnover of £1.4 billion a year. With more than 16,000 staff the trust is the largest NHS acute trust in England, and

the bedrock of the health and care system across north and east London. During 2016/17 the trust's staff delivered more than 16,000 babies, treated over 170,000 individual inpatients, dealt with about 475,000 emergency cases, and hosted almost 1.5 million outpatient appointments. All these were record numbers for the trust.

Barts Health is determined to be at the forefront of efforts to improve public health and tackle health inequalities for one of the most diverse and deprived populations in the country. More than half of the trust's patients are from black and minority ethnic communities, more than 60 languages are spoken in their hospitals, and there are high levels of poverty, overcrowding, unemployment and poor health in their catchment areas. The trust's population is also growing rapidly, in 15 years it is estimated the trust will have an additional 270,000 residents, the size of an extra London borough.

The quality, operational and financial pressures that Barts Health faces are not unique, but as one of the largest bodies in the NHS the trust takes its responsibility as a local system leader seriously. The trust has made huge progress in tackling their challenges through fundamentally changing how they work. The trust has strengthened their leadership, revitalised governance from board to ward, and fostered a can-do culture throughout the organisation. Under the trust's guiding principle of delivering safe and compassionate care for patients as a matter of course, they trust is already demonstrating better quality, higher performance, and greater efficiency.

4. Key challenges

Five years since the different hospitals were brought together under one corporate umbrella in 2012, Barts Health face some challenges that are common to all NHS providers, and others that are specific to the trust's circumstances. These include meeting national access standards, particularly for emergency care and elective care, and coping with high and growing levels of demand.

Barts Health also continues to face significant financial pressures, and were put into financial special measures by NHS Improvement in July 2016. With the support of local and national partners, the trust adopted a robust recovery plan to halve the previous recorded deficit. The trust not only met their deficit control total of £82.7m but over achieved it by £1.5m, which qualified them for extra central funds. This meant the trust ended the year with a reported deficit of £69.5m.

This financial transformation is still at its early stages and is building towards financial sustainability in the medium term. It is using lessons the trust learned after the Care Quality Commission (CQC) rated the Trust 'inadequate' in spring 2015, and they were put into special measures on quality grounds. The trust responded with a comprehensive quality improvement programme, Safe and Compassionate that

directly addressed issues raised by the CQC such as clinical governance processes, staffing, safety, and patient experience.

This was reinforced by a new leadership operating model that is being embedded across the trust, and delegates day-to-day operational responsibility to hospital managing directors and their teams within a strategic framework set by the trust executive under which the sites are held to account for their performance on quality, access standards and financial control.

Barts Health had a CQC re-inspection in June into how well-led the trust is now, boosted by a significant improvement in staff survey results. One in two members of staff responded to the 2016 survey, which is above the national average for the NHS, and the Picker Institute said the trust recorded more improvement than any of the other 175 NHS organisations it surveyed. Exiting both financial and quality measures are high priorities for the Board.

Barts Health still has challenges with the quality of parts of their estate, particularly the ageing buildings and sprawling layout at Whipps Cross. Though capital funding is constrained, the trust is making progress with local partners on an exciting plan to redevelop Whipps Cross as a health and care campus, and also collaborating with colleagues at QMUL to transform spare land in Whitechapel into a major life sciences cluster.

Barts Health's overriding priority in everything they do remains ensuring the safety and quality of their services, so the trust consistently provides safe and compassionate care to their patients. The trust has therefore adopted six short-term aims within each of their six strategic objectives to deliver this ambition across 2017-19.

Barts Health intends to achieve these objectives by making further improvements in the quality of care for their patients, reducing waiting times, and putting the trust's finances on a firmer footing. These areas are closely linked. Increasing efficiency, and improving the trust's recruitment and retention of permanent staff to reduce reliance on temporary staff, will both improve the quality of care they provide to patients and reduce the trust's costs.

5. Barts Health vision

To be a high performing group of NHS hospitals, renowned for excellence and innovation and providing safe and compassionate care to their patients in east London and beyond.

6. Barts Health values

WeCare about the trust's ambition for excellence

Barts Health WeCare values shape everything that they do, every single day. They are visible in every interaction the trust has with each other, their patients, their families and the trust's partners.

WeCare about everything from the appointment letters the trust's patients receive, to the state of the trust's facilities when they walk through the door, to the care and compassion they receive when they are discharged. WeCare that the people who join the trust will hold the same values as the trust does, so the trust's values are embedded within their recruitment and selection processes. WeCare that you feel valued working at the trust, so the trust's values also guide their training and development and performance and talent management. WeCare about working with suppliers that live and breathe our values too.

Barts Health has come a long way on their journey to delivering safe and compassionate care. By embracing these values as the way the trust behave they will achieve their ambition for excellence.

Value	Key behaviours
W WELCOMING 	<ul style="list-style-type: none"> • Introduce yourself by saying "Hello, my name is ..." • Smile and acknowledge the other person(s) presence • Treat others as you would wish others to treat you • Ensure the environment is safe and pleasant for our patients, our colleagues and our visitors
E ENGAGING 	<ul style="list-style-type: none"> • Get involved in making improvements and bring others with you • Encourage feedback from patients and colleagues and respond to it • Acknowledge efforts and successes; say thank you • Use feedback to make improvements, and empower colleagues to do this without needing to seek permission • Appreciate that this may be a new experience for patients and colleagues; help them to become comfortable
C COLLABORATIVE 	<ul style="list-style-type: none"> • Give time and energy to developing relationships within and outside own team • Demonstrate pride in Team Barts Health • Respect and utilise the expertise of colleagues • Know your own and others' part in the plan
A ACCOUNTABLE 	<ul style="list-style-type: none"> • Always strive for the highest possible standard • Fulfil all commitments made to colleagues, supervisors, patients and customers • Take personal responsibility for tough decisions and see efforts through to completion • Admit mistakes, misjudgements, or errors; immediately inform others when unable to meet a commitment; don't be afraid to speak up to do the right thing • Do not pretend to have all the answers; actively seek out those who can help
R RESPECTFUL 	<ul style="list-style-type: none"> • Be helpful, courteous and patient • Remain calm, measured and balanced in challenging situations • Show sensitivity to others' needs and be aware of your own impact • Encourage others to talk openly and share their concerns
E EQUITABLE 	<ul style="list-style-type: none"> • Value the perspectives and contributions of all and ensure that all backgrounds are respected • Recognise that individuals may have different strengths and needs, and that different cultures may impact on how people think and behave. Be curious to find out • Work to enact policies, procedures and processes fairly • Be open to change and encourage open, honest conversation that helps foster an inclusive work and learning environment • Remember that we all have conscious and unconscious bias; get to know what yours are, and work to mitigate them

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](#).

The following information about NHS Improvement and this appointment is available on request from 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

Key dates

- **closing date for receipt of applications: 11am on 26 October 2017.**
Please forward your completed application to public.appointments@nhs.net
- **interview date: 14 November 2017**
- **proposed start date: to be confirmed**

Getting in touch

- **Russell Reynolds Associates** is supporting this recruitment. For a confidential discussion with Patrick Johnson about the role, please contact fiona.birkmire@russellreynolds.com
- **NHS Improvement** – for general enquiries contact Leslie Horn on 0300 123 2057 or by emailing leslie.horn@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
W: improvement.nhs.uk