

# Could you help lead the NHS in your area?

## Non-executive Director & Associate Non-executive Director Candidate information pack

**Reference: M1565**



**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 |

Appendix 1: Role and responsibilities

Appendix 2: More information

Appendix 3: Making an application

Appendix 4: Key dates

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## 1. The opportunity

We are recruiting a Non-executive Director and an Associate Non-executive Director for Mid Essex Hospital Services NHS Trust (MEHT). These are exceptional opportunities to share your talents and expertise to make a positive difference to the lives of people in your community.

The Associate non-executive director 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.

## 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 senior or board level experience gained within a large complex organisation in one or more of the following areas:

- Digital and performance improvement expertise set within a context of large scale strategic transformation.
- Clinical and patient safety expertise gained from medical, nursing, allied disciplines or social care experience in an academic, research, regulatory or clinically focused role.

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](#).

Preference will be given to candidates who live in Essex or have strong connections with Essex. We will accept applications from those with the appropriate experience living in the surrounding areas.

- 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 further information please contact [sharon.davies19@nhs.net](mailto:sharon.davies19@nhs.net).

### **3. About Mid Essex Hospital Services NHS Trust**

The Trust operates chiefly from Broomfield Hospital, a District General Hospital of 560 beds which in addition hosts county-wide plastics, head and neck and upper gastrointestinal (GI) surgical service to a population of 3.4 million and a renowned supra-regional burns service to a population of 9.8 million. The Trust employs more than 4000 staff.

In November 2010 the Trust opened the PFI funded hospital wing. This enabled the Trust to centralise the majority of its services onto the one site. A committed and experienced clinically led management structure delivers the Trust's vision and quality driven strategy.

From April 1st 2014 services at the modern Braintree Community Hospital have been provided by MEHT. The Trust continues to develop plans to exploit the potential of Braintree Hospital to provide elective surgery less affected by the pressures of Broomfield's busy A&E department and care for the people of Essex closer to their home.

MEHT Strategy: The Next Five Years – Working in partnership across Mid and South Essex.

- Since the Trust's own strategy was developed there have been many important changes in healthcare and the needs of the population it serves. The way the NHS in England is organised and structured has changed nationally and locally and their hospital has seen new expectations and needs from their patients and community; they have a new leadership team and both demand and financial challenges

- In early 2016, the Trust was placed into the 'success regime' along with Basildon & Thurrock University Hospitals NHS Foundation Trust and Southend University NHS Foundation Trust with the aim of sustaining services across Mid and South Essex and to improve care
- A joint executive group (JEG) led by CEO Clare Panniker, with executive representation from each site, provides overarching governance and support to the site leadership team which is led by a Managing Director
- In addition as part of the new governance arrangements between Basildon and Thurrock University Hospitals Foundation Trust, Mid Essex Hospitals Trust and Southend University Hospital Foundation Trust, a Joint Working Board (JWB) was established in February 2017
- The JWB is a committee of each of the three Trusts to which responsibilities have been delegated by each Trust Board. It was formed to provide an opportunity for members of each Board to work together to undertake strategic planning and make decisions about the delivery of high quality care across all three Trusts.

The Trust's overriding aim remains to provide care that is safe and effective and which results in an outstanding patient experience for the people of Essex whilst securing the future of acute hospital services in the Chelmsford and surrounding area that are clinically and financially sustainable.

The Trust reviewed its corporate objectives during May 2016. These objectives will remain in place as the Mid and South Essex Success Regime develop common strategic aims and objectives that reflect the common purpose - to support collaborative working and create specialist hubs serving the patients of the three Trust areas with the best available expertise.

Those Strategic Priorities and Corporate Objectives set in 2016 are outlined below:

### **Strategic Priority 1 – Achieving clinical and service excellence**

- 1.1 Achieve governance and regulatory standards for high quality, safe and effective patient care
- 1.2 Deliver the very best care in the right place, at the right time, with the right staff

### **Strategic Priority 2 – Quality Leadership**

- 2.1 Grow their own high performing leadership teams who inspire all staff to achieve excellence

2.2 Establish and communicate the direction of the organisation for the next five years in the context of the Essex Success Regime

### **Strategic Priority 3 – Effective Relationships**

3.1 Work with health and education partners to understand the health and social care needs of their community and deliver new and innovative models of care

3.2 Develop our health professionals of the future

### **Strategic Priority 4 – Business Excellence**

4.1 Achieve a sustainable financial future

4.2 Turn research into practice and incorporate innovative ways of working into business as usual.

## **4. Equality and Diversity**

These plans and actions will provide detail on how the Trust is meeting all legislative requirements and how it is consulting with staff, patients and communities. Some current examples of good practice are:

- Providing all staff with diversity awareness at induction – so the needs of different people can be recognised, valued and supported
- There is a hospital-wide equality and diversity steering group that meets bi-monthly and identifies issues and advises on changes
- The equality and diversity steering group includes a number of staff who have direct contact with patients, e.g. nursing specialists for elderly patients, people with cognitive impairment and people with learning disabilities. The group is chaired by an executive lead
- Public duty requirements are being met and the NHS England's EDS (Equality Delivery System) is in use to help report and direct activities to build inclusion. The Trust has also recently commenced updating the NHS England Workforce Race Equality Standard (WRES) in line with requirements.

## 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 [sharon.davies19@nhs.net](mailto:sharon.davies19@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:** 6 November 2017 at 11.00am.  
Please forward your completed application to [public.appointments@nhs.net](mailto:public.appointments@nhs.net).
- **interview date:** 16 November 2017
- **proposed start date:** To be confirmed

## Getting in touch

- For an informal and confidential discussion with Nick Alston, the Acting Chair of the trust, please contact James Day on 01245 515270.
- **NHS Improvement** – for general enquiries contact Sharon Davies on 0300 123 2068 or by emailing [Sharon.davies19@nhs.net](mailto: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.

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