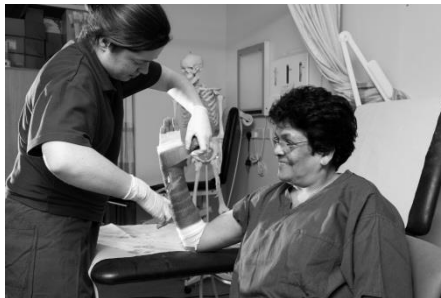


# Could you help lead the NHS in your area?

## Three Non-executive Directors and an Associate Non-executive Director Candidate information pack

**Reference: S1349**



**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 6

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

Thank you for your interest in the Non-executive Director (NED) posts and Associate NED post at Portsmouth Hospitals NHS Trust and for taking the time to read this information pack. These are exceptional opportunities to share your talents and expertise to make a positive difference to the lives of people in your community.

You will join the Trust at an exciting and challenging time. The Trust is developing an innovative strategy which demonstrates how they will deliver their vision to be recognised as the best hospital, providing the best care with the best employees. It is based both on a sound understanding of the challenges that they face in delivering an ambitious programme of change, and on a strong commitment to working in partnership with key stakeholders and partners.

The Trust continues to develop in many directions and has a well-earned reputation for clinical excellence. It is recognised as a major acute hospital, as it offers many services not normally associated with a District General Hospital. It has a designated cancer centre, and provides Renal and Transplant Services to a population in excess of two million. The Trust hosts the largest Defence Medical Group in the country. In addition it is a major provider of education and training for clinicians in the South-East of England.

As one of the largest and busiest NHS Trusts in the country, Portsmouth Hospitals is an organisation with great ambition. The Trust employs a dedicated and committed workforce who, every day, strives to provide excellent care for the communities they serve across South East Hampshire and beyond. The Trust is also a major provider of training and education to a wide range of health professionals and has a strong national R&D profile. Portsmouth Hospitals is driving major transformation to address weaker areas of clinical, operational and financial performance that will improve their CQC rating and most importantly, ensure they continue to offer patients high quality, timely and affordable care services. These are challenging times for the Trust, but such challenge offers real scope for innovation and closer collaboration with partners across the health and social care system.

## 2. The person specification

The Trust is looking for three NEDs and an Associate NED who shares their ambition to innovate, transform and further strengthen their position as a leading healthcare provider and employer of choice.

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.

## Essential criteria

You will need to have a genuine commitment to patients and the promotion of excellent health care services. You will have senior level experience in **one or more** of the following areas:

- 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
- an understanding of and interest in healthcare, and a commitment to NHS principles, with knowledge of the wider local community, quality improvement processes and systems change
- experience of patient advocacy and /or community engagement with an understanding of the social and economic influences on the NHS and other organisations with responsibilities for improving the health of the population

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 have strong connections with Portsmouth or 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 more information please contact [miriam.walker@nhs.net](mailto:miriam.walker@nhs.net).

### 3. About Portsmouth Hospitals NHS Trust

Portsmouth Hospitals NHS Trust provides a range of acute services at the Queen Alexandra Hospital. The Queen Alexandra Hospital site went through a major redevelopment in 2009, to create a modern and 'fit for purpose' hospital. The majority of the Trust's acute services are now provided at the Queen Alexandra Hospital following the completion of the redevelopment.

Queen Alexandra Hospital has:

- 1,200 beds, including cots
- 28 theatres - with four dedicated endo theatres
- Four state of the art linear accelerators
- Two purpose built interventional radiology suites, two MRI scanners, three CT scanners and a PET scanner
- State of the art pathology laboratory
- Superb critical care facilities

The Trust employs approximately 6,480 full time equivalent staff including Ministry of Defence employees, who are fully integrated into the activities of the hospital.

Portsmouth Hospital NHS Trust is the largest employer in the area.

The Trust is host to the largest one of four Ministry of Defence Medical Group Units (DMGUs) in England. The Unit treats members of the armed forces and their families across the United Kingdom. The Trust trains a range of military clinicians from all three of the armed forces who are regularly deployed to bases across the world.

Military staff account for 5% of the total workforce and the Trust has responsibility to ensure the staff have exposure to the appropriate clinical experience required during their times of deployment.

The Trust has a significant reputation in relation to research and development. Although not a University Hospital allied to a Medical School, the Trust is a major provider of under-graduate and post-graduate education working with three universities (Southampton, Portsmouth and Bournemouth).

The 'Emergency Department' at Queen Alexandra Hospital is one of the busiest in the UK treating in excess of 142,000 patients each year. Similarly, maternity services are responsible for the delivery of around 5,800 births per year, making it one of the largest maternity services on the south coast.

### **The Trust's vision, values and priorities:**

The Trust's vision is to "be recognised as a world-class hospital, leading the field through innovative healthcare solutions, focused on the best outcome for our patients, delivered in a safe, caring and inspiring environment."

The priorities of the Trust are to bring values to life, to help create an underpinning brand, culture and way of working which all staff wants to be a part of with a goal to unify around core purposes and belief systems.

The Trust's vision is supported by a series of values which continue to guide the strategic objectives of the Trust. The Trust's values are:

- **Respect and Dignity**
- **Quality of Care**
- **Efficiency**
- **Working Together**



### **Our mission and strategic goals**

To be the best hospital, providing the best care, staffed by the best people.

- Deliver safe, high quality patient centered care
- Develop a reputation for excellence in innovation, research and development and education in the top 20% of our peers
- Be a hospital whose staff recommend the Trust as a place to work and a place to receive treatment
- Become the hospital of choice for general, specialist and selected services
- Develop sufficient financial strengths to adapt to change and invest in the future

## 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](#).

Follow the [link](#) for more information about:

**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: 15 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**
- **proposed start date: to be confirmed**

## Getting in touch

- **with the Trust** - For an informal and confidential discussion with Melloney Poole, the Chair of the Trust, please contact her PA, Liz Burroughs on 023 9228 6770
- **with 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

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