

Could you help lead the NHS in your area?

2 Non-executive Directors Candidate information pack

Reference: M1457



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 for two non-executive directors for the East of England Ambulance Services NHS Trust (EEAST). These are exceptional opportunities to share your talents and expertise to make a positive difference to the lives of people in your community.

Joining us at a particularly key stage of our journey, successful candidates will be highly motivated and will demonstrate a commitment to enhancing health and care services, and will have the highest standards of personal integrity. Our new NEDs will need an appreciation of the diversity of our stakeholder landscape, be an inspirational leader and bring challenge, support, innovation and passion to the team.

2. The person specification

Essential criteria

You will need to have a genuine commitment to patients and the promotion of excellent health care services. We are looking for a strategic leader who has significant experience of working at a senior or board level in large and complex organisations in the commercial, public or charitable sector. You will have senior or board level experience in one or more of the following areas:

- Experience of stakeholder engagement within the East of England in the context of an understanding of the social, political and economic influences on the NHS and other organisations
- Commercial and business development expertise with a strong business acumen, ideally gained within a customer service delivery environment
- Workforce transformation with a focus on supporting people and creating a positive workplace culture.
- Digital transformation in a service delivery driven organisation

You will need to be able to demonstrate you can use your experience to:

- support the creation of a sustainable unitary board that takes collective strategic decisions
- bring independence, external perspectives, skills and challenge to strategy development
- hold fellow directors to account by providing purposeful, constructive scrutiny and challenge

- shape and actively support a culture that aligns with the trust’s vision and values

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 must live within Bedfordshire, Hertfordshire, Cambridgeshire, Norfolk, Suffolk or Essex.

- 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. More information can be found on our [website](#).

3. About East of England Ambulance Services NHS Trust

Like the ten other NHS ambulance trusts in England, we provide a range of services, but are best known for the 999 emergency service and have been doing so since 2006. We provide urgent and emergency care services across the six counties of Bedfordshire, Hertfordshire, Cambridgeshire, Norfolk, Suffolk and Essex.

Our dedicated and skilled staff work 365 days a year, 24 hours a day to make sure patients receive the best possible care. Our diverse area is spread over about 7,500 square miles, from Watford to Wisbech and Cromer to Canvey Island, and contains rural, coastal and urban areas. Our services are tailored to meet each community’s differing environmental and medical needs.

We have more than 4,000 staff and about 1,500 volunteers. In 2016/17 we dealt with more than one million 999 emergency calls.

All 999 emergency calls are answered and managed in our emergency operations centres at Bedford, Chelmsford and Norwich. The call handler records information about the nature of the patient’s illness or injury to make sure they get the right kind of medical help.

Our call handlers use sophisticated software to put the patient’s condition into a particular category, depending on how urgent it is. This is known as triaging, and

allows us to make sure the most seriously ill patients can be prioritised and get the fastest response.

Once this key information is established, the response will be either an emergency ambulance dispatched on blue lights or another face to face response, such as a rapid response vehicle, through to further clinical assessment over the phone for patients with minor conditions, which could be advice over the phone from a clinician or a referral to their GP, pharmacist or local walk-in centre.

Not just an emergency service

As well as providing the 999 ambulance service, we also provide a range of other services including:

- **Patient transport services**

We provide services for patients needing non-emergency transport in Cambridgeshire, Great Yarmouth and Waveney, Suffolk and many parts of Essex to help people to and from hospital for regular appointments and who cannot travel unaided because of their medical condition or frailty.

- **Special and partnership operations**

The Trust operates two hazardous area response teams (HART) and has a resilience and emergency planning department who work closely with blue light partners, critical charities and community volunteers to respond to a variety of emergency situations including civil contingency emergencies and terrorist incidents

- **Commercial Services**

We operate a number of services which generate income for the Trust. These include training for first aid at work. In addition, there is a contact centre and a medical service which covers events, festivals and medical repatriation.

Demographics:

The area is made up of:

- more than 5.8 million people
- 7,500 square miles
- 19 CCGs
- 17 acute trusts

In 2016/17 the Trust:

- received 1,140,394 emergency calls
- handled 531,614 non-emergency patient journeys

The Trusts resources and teams include:

- 324 front line ambulances
- 202 marked response cars
- 175 non-emergency ambulances (PTS and HCRTs vehicles)
- 46 HART/major incident/resilience vehicles

- more than 130 sites
- three emergency operations centres (EOCs) (Bedford, Chelmsford and Norwich)
- more than 4,000 staff and more than 1,500 volunteers.

The Trusts total income in 2016/17 was more than £247 million.

Equality, diversity and inclusion

The Trust promotes equal treatment regardless of age, disability, race, nationality, ethnic or national origin, gender, belief, sexual orientation, domestic circumstances, social and employment status, HIV status, gender reassignment, political affiliation or trade union membership other than that which is genuinely justifiable.

Their overarching equality, diversity and human rights strategic objective is:

“To be an employer of choice, committed to equalities, encouraging all staff and volunteers to adopt the Trust’s values in working towards its strategic objectives, whilst capturing and using data to ensure fair access by patients to services and people into employment.”

EEAST’s mission, vision, values and priorities

Our mission

To provide a safe and effective healthcare service to all of our communities in the East of England

Vision

Innovative. Responsive. Excellent. Always community focussed. Always patient driven.

Strategic priorities

- We will put into place a new **Responsive** operating model to deliver sustainable performance and improved outcomes for patients
- We will maintain the focus on delivering **Excellent** high quality care to the patients
- We will guarantee we have a **Patient Focused** and engaged workforce
- We will deliver **Innovative** solutions to ensure we are an efficient, effective and economic service
- We will play our part in the urgent and emergency care system being **Community Focused** in delivering the 5 year Forward View

Our values

Care

We value warmth, empathy and compassion in all our relationships

Teamwork

Together as one, we work with pride and commitment to achieve our vision

Quality

We strive to consistently achieve high standards through continuous improvement

Respect

We value individuals, including our patients, our staff and our partners in every interaction

Honesty

We value a culture that has trust, integrity and transparency at the centre of everything we do.

Our Ambition

We want to build the ambulance service of the future; one where we invest in the skills and skill sets of our staff so we can treat more patients in the community and provide them with the highest possible standards of care and compassion.

Our staff will have the latest technology and equipment to treat more patients in the community. And we want to become the employer of choice in the East of England region, thanks to the support and development opportunities we give to staff. Other ambulance services will look to us as the leader of out of hospital urgent and emergency care.

We will offer a whole range of services that support each other, from non-emergency transport through to 111 and 999 urgent and emergency care. We will also play a critical role in the integration of services in local communities within STP footprints by providing early intervention services to help keep patients at home and sharing our clinical triaging expertise to support the right resource to be sent to the right patients at the right time.

Our journey

EEAST has been through some difficult times in the past which has been unsettling for staff with numerous executive and board changes and a short term focus. The service has been seriously understaffed for many years, which has led to a myriad of challenges and added extra pressure on staff. The source of most of our problems has been a marked gap between our funding and our staffing compared to what we need to meet patient demand.

Two years ago the Trust emerged successfully from an intense turnaround period and has now been able to set out a clear strategic direction for the Trust, which deals with where we want to be in the future rather than only fixing the problems of the

past. We have had a substantive, stable and settled leadership team for over a year now, something EEAST has lacked for years.

Over the last two years we have made tremendous progress for patients and staff. We have made sustained improvements in our responsiveness to the most time critical patients to become one of the best performing ambulance trusts nationally. We have increased our patient facing staffing thanks to a massive recruitment drive. We have put in place better staff support mechanisms which has seen a notable increase in retention.

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 www.eastamb.nhs.uk

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:** **Friday 1 December 2017 at 11.00am.** Please forward your completed application to public.appointments@nhs.net
- **interview date:** **Tuesday 12 December 2017**
- **proposed start date:** **To be confirmed**

Getting in touch

- For an informal and confidential discussion with Sarah Boulton, the Chair of the trust, please contact Laila Abraham on 07834249951.
- **NHS Improvement** – for general enquiries contact Sharon Davies on 0300 123 2068 or by emailing Sharon.davies19@nhs.net



Improvement

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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