

Could you help lead the NHS in your area?

Associate Non-executive Director Candidate information pack

Interviews to take place 29 November 2017

Reference: N1574



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 an Associate Non-executive Director (NED) for The Leeds Teaching Hospitals NHS Trust (LTHT). This is an exceptional opportunity to share your talents and expertise to make a positive difference to the lives of people in your community.

Please note that the successful candidate will be a key member of the NED team. They will attend trust board meetings and relevant committee meetings, playing an active role by providing advice and appropriate challenge across the range of Trust healthcare services and supporting business areas. However, as they are not formally appointed as Board members, and should circumstances arise, they will not be eligible to vote. In all other respects Associate NEDs are of equal status and value.

You will be identified through NHS Improvement using our selection processes but will be appointed by the Trust. This is part of the Board's succession planning and the successful candidate may be considered for appointment as a full non-executive director, without further competition, if a suitable vacancy arises

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 functioned at senior Executive/Board in **one or more** of the following areas:

- IT experience at a strategic level
- governance experience within the commercial sector, bringing experience of strategic planning, financial, risk and performance management.

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 ideally should live in or have strong connections with the Leeds area.

- 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 make 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 The Leeds Teaching Hospitals NHS Trust

LTHT contribute to life in the Leeds city region, not only by employing over 17,000 people in a range of different roles, but by supporting the health and well-being of the region and playing a leading role in research, education and innovation. The Trust treats around two million patients a year.

LTHT expertise and specialist services allow the Trust to care for people from all over the country and on some occasions all over the world, but they are also the provider of district general hospital services for the people of Leeds. There are seven hospitals within the Trust; Leeds General Infirmary, St James's University Hospital, Seacroft Hospital, Wharfedale Hospital, Chapel Allerton Hospital, Leeds Children's Hospital and Leeds Dental Institute.

Vision and values

LTHT is committed to delivering the highest quality and safest treatment and care to every patient, every time.

Their vision is to be the best in the United Kingdom for specialist and integrated care - not only for patients in Leeds, but also for those from the wider Yorkshire and Humber region and beyond.

To achieve this vision, the Trust set out their five year strategy for the Trust. Techier staff helped to define the values and behaviours that they all work to and that form

the foundations of their culture, their ethos and how they will work for the benefit of patients for years to come. This is known as The Leeds Way.

Our vision	To be the best for specialist and integrated care				
Our values	Patient-centred Fair Collaborative Accountable Empowered				
Our goals	Patients The best for patient safety, quality and experience	Our people The best place to work	Research, education and innovation A centre of excellence for specialist services, research, education and innovation	Integrated care Hospitals that offer seamless, integrated care	Finance Financially sustainable
Our objectives i.e How we will achieve our goals	Drive quality improvement for patients to become the safest healthcare organisation in the country. Involve patients in their treatment and use their feedback on services they receive. Deliver all the mandatory standards in line with the NHS Constitution and all regulatory requirements including improvement of care, capacity and demand management.	Develop a highly engaged, high performing workforce and positive patient centred culture delivering great care for patients.	Ensure the Trust is a leading provider of specialist services. Deliver commissioners' activity and improved patient pathways by widespread deployment of improvement techniques, removing waste and increasing productivity. Be an outstanding research and education organisation.	Improve care and services through integration and collaboration across networks and partners.	Improve financial margins to support the delivery of high quality care. Seek out mutual business development growth opportunities to benefit the Trust, its patients and the Leeds City Region.

Our values: The Leeds Way

Our staff worked together to develop our values. This is known as 'The Leeds Way'. It defines who we are, what we believe and how we will work to deliver the best outcomes for our patients.

Patient-centred

- Consistently deliver high quality, safe care.
- Organise around the patient and their carers and focus on meeting their individual needs.
- Act with compassion, sensitivity and kindness towards patients, carers and relatives.

Fair

- We will treat others how we would wish to be treated.
- Strive to maintain the respect and dignity of each patient, being particularly attentive to the needs of vulnerable groups.

Collaborative

- Recognise we are all one team with a common purpose.
- Include all relevant patients and staff in our discussions and decisions.
- Work in partnership with patients, their families, and other providers—they will feel in control of their health and care needs.

Accountable

- Act with integrity and always be true to our word.
- Be honest with patients, colleagues and our communities at all times.
- Disclose results and accept responsibility for our actions.

Empowered

- Empower colleagues and patients to make decisions.
- Expect colleagues to help build and maintain staff satisfaction and morale—more can be achieved when staff are happy and proud to come to work.
- Celebrate staff who innovate and who go the extra mile for their patients and colleagues.

More information is available on the [Trust's website \(please click to follow the links\)](#), including:

- [Annual Report 2016/17](#)
- [Corporate Brochure](#)
- [5 Year Strategy](#)
- [Leeds Children's Hospital](#)
- [Research & Innovation Strategy](#)

Please select the following links in blue to find out more about:

- The Trust Corporate Objectives can be found as appendix 1 to the [Chief Executives report](#) (Public Board meeting 30 March 2017)
- Care & Quality – the latest [Quality Account 2016/17](#)
- Finance & Efficiency - [Latest Finance report to Board](#) (Public Board meeting 27 July 2017)
- Priority Areas - We aspire to move to an outstanding rating by the [CQC](#), we are currently as good.

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 or members of the Insight programme who aspire to be future NEDs in the NHS
- **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 Directors develop proposals on such strategies to enable the organisation to fulfil its leadership responsibilities to patients, for healthcare of the communities we serve, locally, regionally and nationally
- 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 the communities we serve
- contribute to the determination of appropriate levels of remuneration for executive directors
- participate in the assurance committees of the Board by taking an active part in the Audit, Finance & Performance, Quality Assurance and Remuneration committees as agreed with the Trust Chair which are 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.

For information about the Trust, such as business plans, annual reports, and services, visit their [website](#). More information about the Trust Board is available [here](#).

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: 20 November 2017 at 11am.** Please forward your completed application to public.appointments@nhs.net
- **interview date: 29 November 2017**
- **proposed start date: to be confirmed**

Getting in touch

- For an informal and confidential discussion with Linda Pollard, the Chair of the trust, please contact Joy Murphy on 0113 206 4326
- **NHS Improvement** – for general enquiries contact Miriam Walker on 0300 123 2059 or by emailing 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.

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