

# Could you help lead the NHS in your area?

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

Reference: M1562



**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.**

# University Hospitals of Leicester NHS Trust



Dear Applicant

Thank you for your interest in joining the Board of one of the most ambitious organisations in the NHS.

Our commitment to quality is unwavering...that means we aim to provide *effective care* with ever improving outcomes; *safe care* where the risks of errors are reduced to an absolute minimum and last but by no means least, *compassionate care* where patients and their families are always treated with respect and tenderness. This is the core of our vision and everything else that we do should be in support of that.

We are also working towards financial sustainability. As part of these plans we will make our specialist expertise more available to primary and social care and by moving more of our non-specialist services to local communities we will play a much bigger role in preventing illness and supporting patients before they reach a point of crisis. This will reduce the need for people to come into hospital, reduce the number of beds we need and ultimately enable us to run our specialist services from two, rather than three big hospitals. For those patients who do need hospital treatment they will find that our services are quicker, easier to navigate and higher quality, largely as a result of being able to focus on our specialisms, our slicker processes, our better use of technology and because we will no longer expect our staff to spread themselves across three main sites.

Our specialist services will grow as we create partnerships and networks with other regional hospitals; we will support district hospitals to maintain their services locally and in doing so increase referrals into our tertiary services and expand the potential for population based research. As a consequence of shifting our focus to specialist work and using our expertise outside the hospital we expect to attract increased research funding and clinical talent to our hospitals, making Leicester the regional Trust of choice for people wanting a career in the NHS.

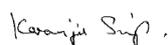
Recognising that quality, safety and compassion are almost entirely reliant on the expertise, behaviour and values of all who work in Leicester's hospitals, we will continue to invest time and resources into building a culture of engagement where people are listened to, problems are confronted and staff feel valued for the tremendous work they do. This is our vision or what we call, 'Caring at its Best'.

Finally, the Board is committed to being more representative of the local communities we serve and the people we employ. We would, therefore, particularly welcome, support and encourage applications from women with a clinical background or those from BME communities living in Leicester, Leicestershire, Rutland or neighbouring counties. For the Associate Non-Executive Director role, we would particularly welcome applications from those with experience of change and transformation and who could contribute to the Board on this basis.

A Non-Executive Director role in the NHS can be extremely rewarding. You will share responsibility with the Executive Directors for the running of the Trust for local people and will hold those Executives to account for operational, safety and financial performance. You will also act as an ambassador for the Trust to build good relationships with partners and our local communities.

I hope you will find everything you need to know about us from this information pack but if you would like to explore any aspect of the posts further, please do not hesitate to contact either me, via Mandy Johnson, Personal Assistant on 0116 258 8940, or Stephen Ward, Director of Corporate and Legal Affairs on 0116 258 8903.

Yours sincerely,



**Karamjit Singh, Chairman**

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## 1. The opportunity

There is a vacancy for a Non-executive Director at University Hospitals of Leicester 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.

The Trust is also looking to recruit an Associate Non-executive Director. This is part of the Board's approach to succession planning. The Associate Non-executive Director will be identified by NHS Improvement through our selection processes but will be appointed by the Trust. Although you will not be appointed formally as a Board member and will therefore be ineligible to vote, in every other respect you will be expected to play an active role in Board meetings, Board Thinking Days and meetings of Board Committees as well as other activities. The successful candidate may be appointed as a full Non-Executive Director, without further competition, if a suitable vacancy arises.

## 2. The person specification

### Essential criteria

Candidates will need to show a genuine commitment to patients, an affinity with the Trust's values and an understanding of the rich local diversity of the populations they serve. Based on analysis of current UHL needs, candidates will have senior level experience gained within a large and complex organisation in one or more of the following areas:

- Clinical qualification and experience from any clinical field but not with current or previous service at University Hospitals of Leicester NHS Trust or partner organisations and potentially:-
  - Experience of operating in a regulated health environment, which could include the private or, public, and charities sectors
  - Knowledge and understanding of the challenges faced by BME communities, disabled people or women in accessing health services
  - Knowledge and understanding of the importance of patient experience in health services

In addition and in common with the themes in the NHS Five Year Forward View, candidates will have experience of working between and across organisational boundaries and have a strong desire to apply their experience to NHS board level decision making.

For the Associate Non-Executive Director role, we would welcome applications from those with experience of change and transformation and who could contribute to the Board on this basis.

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 the Leicester, Leicestershire and Rutland area but should not be working or have worked for the Trust or its Partners.
- On average this role will require the equivalent to 2 to 3 days a month with an expectation that additional time will be necessary.
- 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. More information can be found on our [website](#).

### **3. About University Hospitals of Leicester NHS Trust**

The Trust provides a range of services to the complex and diverse communities across Leicester, Leicestershire and Rutland. As a nationally and internationally-renowned provider of specialist services in cardio-respiratory diseases, cancer and renal disorders, the Trust also reaches a further two to three million patients from the rest of the country.

With partners at Leicester, Loughborough and De Montfort Universities, the Trust provides world-class teaching to develop the next generation of doctors, nurses and other healthcare professionals. It is proud to be at the forefront of many research programmes and new surgical procedures, in areas such as diabetes, genetics, cancer and cardio-respiratory disease, leading clinical trials that bring benefits to thousands of patients.

The Trust operates across three large hospitals; Leicester Royal Infirmary is the base for accident and emergency services as well as a specialist Children's Hospital; Glenfield Hospital is one of the country's leading heart centres, whilst Leicester General is a national centre for renal and urology patients.

The workforce at UHL is professional, motivated and committed to delivering excellent patient care. A large international recruitment drive is currently underway to fundamentally increase the numbers of nurses and health care assistants on the front line. Consultant recruitment is strong with many experienced and dedicated consultants being drawn to the Trust because of its range of highly regarded services and impressive research and development portfolio.

UHL has an agreed set of values and the expectation is that these values are reflected by the behaviours of all staff at all times:

- 'We treat people how we would like to be treated'
- 'We do what we say we are going to do'
- 'We focus on what matters most'
- 'We are one team and we are best when we work together'
- 'We are passionate and creative in our work'

The Trust has around 13,500 public members, 14,000 staff members and 1,000 volunteers who provide valuable support across a range of areas.

The future for Leicester's Hospitals is positive. The Trust has a sizeable turnover with sufficient critical and clinical mass to maintain most or all of its clinical services, many of which considered not just good but excellent and they are underpinned by an ever increasing research portfolio which includes three Biomedical Research Units and Cancer Research UK 'centre' status.

The Board have established their headline 5 year plan called, 'Delivering Caring at its Best'. (<http://www.leicestershospitals.nhs.uk/aboutus/deliver-caring-at-its-best/> ) and the Trust is now turning its attention to the practical aspects of implementing year two of that plan for 2017/18 and beyond.

### **The communities the Trust serves**

The Trust's local population has grown in the ten years since the last census. Indeed, Leicester has seen the highest growth in population in 10 years after London, Manchester and Milton Keynes. Several factors have influenced this

population growth including a rise in birth rates, longer life spans and migration in to the UK.

- The total population of Leicester is now recorded as 329,900 compared with 282,800 in 2001. This shows an increase of 47,100 or 17%.
- The population of Leicestershire is now 650,500. This represents an increase of 6.7% compared with 2001 data.
- Rutland has the smallest population in the region with 37,400 people. However, the county still grew by 8.1% from 2001 to 2011.

## Ethnicity

Leicester has long been known for its significant ethnic diversity and the 2011 Census data showed that, as a city, Leicester is becoming ever more diverse.

- White British people now form less than half of the population of Leicester. Figures for 2011 show that 45% of the city's residents describe themselves as White British compared with 61% in the 2001 Census.
- After White British, the city's 93,335 Asian or British Asian Indians make up the next largest ethnic group in Leicester, accounting for 28% of the population. This is the highest population percentage of this ethnic group in England and Wales (the national average is 3%).
- In Leicestershire 89% of the population is classed as White British. This is higher than the national average which is 80%. There are some areas of the county that have a lower proportion of White British residents. In Oadby and Wigston 18% of the population describe themselves as Asian or British Asian. This is the fifth highest population percentage in England and Wales and clearly reflects movement out of the city and in to the more affluent suburbs.

## Religion

The 2011 Census data also covers religious belief and affiliation. For the Trust, relevant faith issues include those regarding prayer facilities, modesty, diet, end of life care and religious and spiritual support.

- In the city, 32% of the population are recorded as Christian and 23% stated they had no religion. 19% of the city population is Muslim, with 15% Hindu, 4% Sikh, 0.4% Buddhist and 0.1% Jewish.
- 60% of county residents describe themselves as Christian and 27% are of no religion.
- Among the other faiths represented in the county, 3% are Hindu, 1% is Muslim, 1% is Sikh and 0.1 % Jewish. Oadby and Wigston has the highest percentage of Sikhs (7%), Hindus (9%) and Muslims (6%).

## Age

The UK's ageing population clearly has significant consequences for the NHS. Locally, this is a particular issue to consider for the county populations. The figures show marked increases in the numbers of older people in Leicestershire, particularly in the 60 – 64 year old group.

- Within the East Midlands, Leicester city has the smallest population of people aged 65 and over. There are 36,300 people within this age group which represents 11% of the total city population.
- Conversely, Leicester is home to 89,000 people aged 19 and under. This is the largest proportion of the population in the East Midlands and represents 27% of the total population.
- In Leicestershire the number of people over the age of 65 has increased by 21% (from 95,400 in 2001 to 115,500 in 2011).
- The number of county residents recorded as 85 years or older has increased by 39% from 10,900 to 15,200.

In summary, the Trust serves a very diverse public; the population of the counties are on the whole older, white and wealthier whereas, the city population is younger, ethnically diverse and relatively less wealthy. Clearly, in terms of designing services which reflect the needs and aspirations of the local public this unique cultural mix has to be taken account of.

## 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: [www.leicestershospitals.nhs.uk](http://www.leicestershospitals.nhs.uk). Your attention is particularly drawn to the Trust's

### **Annual Quality Account,**

(<http://www.leicestershospitals.nhs.uk/aboutus/performance/publications-and-reports/quality-accounts/> and the recently published NHS 5 Year Forward View, (<http://www.england.nhs.uk/ourwork/futurenhs/5yfv-exec-sum/>)

Better Care Together [www.bettercareleicester.nhs.uk](http://www.bettercareleicester.nhs.uk)

For further information please contact [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: Monday 6 November 2017 at 11.00am** Please forward your completed application to [public.appointments@nhs.net](mailto:public.appointments@nhs.net)
- **Information Session for prospective NED/Associate NED applicants:** The chairman will host an Information Session on **Monday 30 October 2017** at 5.15pm – 6.15 pm at one of Trust's hospitals. Please book a place via [lesley.austick@uhl-tr.nhs.uk](mailto:lesley.austick@uhl-tr.nhs.uk) or telephone 0116 258 8903 and she will confirm the venue, directions and provide details for parking.
- **Meet the team:** You are very welcome to attend any of the Board public meetings as a visitor – details can be found on the website <http://www.leicestershospitals.nhs.uk/aboutus/our-structure-and-people/board-of-directors/board-meeting-dates/>
- **Shortlisting date: Monday 13 November 2017**
- **Interview date: Monday 4 December 2017**
- **Start date:** January 2018 subject to NHSI checks and approvals.

## Getting in touch

- **With the Trust** - For an informal and confidential discussion with Karamjit Singh, the Chair of the Trust, regarding the role please contact his PA Mandy Johnson on 0116 258 8940
- **With the NHSi** – for general enquiries contact Sharon Davies on 0300 123 2068 or by emailing [Sharon.davies19@nhs.net](mailto: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.

## **Contact us**

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W: [improvement.nhs.uk](http://improvement.nhs.uk)