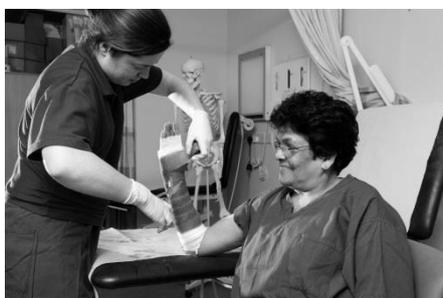


Could you help lead the NHS in your area?

Non-executive director Candidate information pack

Reference: L1420



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 a non-executive director for Central London Community Healthcare NHS Trust (CLCH) due to the retirement of one of the board's highly experienced members. This is an exceptional opportunity for a committed and skilled individual to join the Board as a non-executive and help deliver CLCH's ambitions.

The successful candidate will be a member of the Board and supporting Committees, no previous NHS board experience is required but candidates will be required to demonstrate how previous experience will equip them for this role.

2. The person specification

Essential criteria

You will need to have a genuine commitment to patients and the promotion of excellent health care services.

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. Candidates will need to demonstrate experience of working at a strategic level.

We are looking for an individual who can demonstrate the background, experience and understanding that will equip them to work at Board level in an NHS trust. This is a large community trust working in a complex environment and this opportunity is designed for someone who already has considerable experience of working as a non-executive or trustee in a sizeable organisation. Whilst that experience need not be in the NHS, candidates need to have significant experience in an equivalent position.

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 and that understand the breadth of public, patient, carer and stakeholder engagement required to deliver inclusive community based services. We are looking for an individual who can join colleagues to support a provider Board that is working for integrated and inclusive services.

We particularly welcome applications from people from the black and minority ethnic communities, and disabled people who we know are under-represented on Boards. All NHS boards are working to achieve and maintain a gender balance of at least 50:50.

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 live in or have strong connections with London and the Home Counties.

- On average this role will require the equivalent to 2 to 3 days a month.
- 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 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 Central London Community Healthcare NHS Trust

CLCH was established in 2009 as a provider of community services to the residents of Hammersmith and Fulham, Kensington and Chelsea, and Westminster (Inner London). The Trust has grown and currently operates across West and Central London and into Hertfordshire. As a community trust, the vast majority of care is provided one-to-one by clinicians working in patients' homes or from local clinics, backed up by all the essential support teams. CLCH's strong performance is a credit to the excellent workforce. Their continued commitment to delivering great care for all the trust's patients is what makes Central London Community Healthcare NHS Trust a high quality trust.

The Trust has made good progress delivering a new strategic direction (agreed in March 2017) that is closely aligned to the current national agenda for the NHS - the NHS Five Year Forward View. CLCH are strong and effective partners in the four sustainability and transformation plan (STP) areas it works in and aims to focus on building partnerships and integrated services for the benefit of patients.

Finances remain tight for the NHS. CLCH is working both internally and with commissioners to transform and improve value for money in the services it provides to ensure it can deliver the very best care within the resources available.

CLCH's vision is to deliver: Great care closer to home.

CLCH's mission is: Working together to give children a better start and adults greater independence.

CLCH have four core values, providing a reference point for all staff on how they should conduct themselves when working with patients, colleagues and partners.

- Quality: CLCH put quality at the heart of everything they do
- Relationships: CLCH values its relationships with others
- Delivery: CLCH delivers services it is proud of
- Community: CLCH make a positive difference in communities.

We work in
10* London Boroughs
&
Hertfordshire County

We have
Over **3,500** staff
working
from **650+** sites

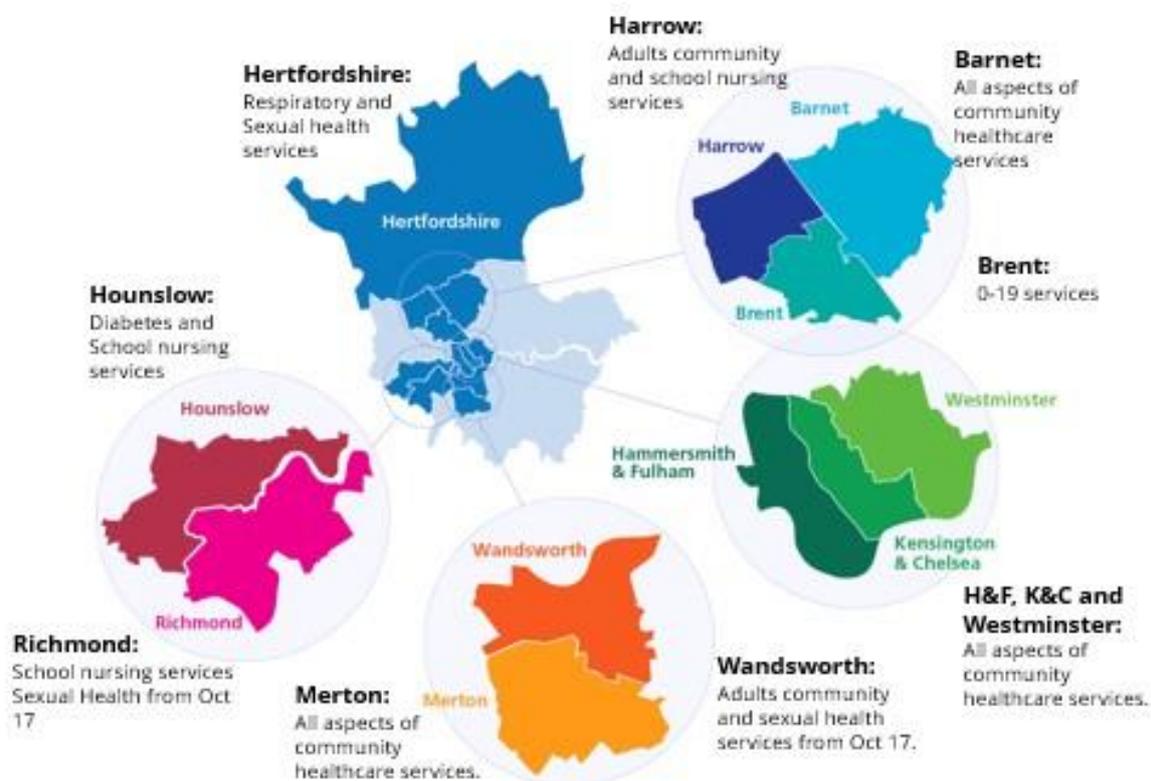
Finances (2016/17)
Income of **£213 million**
Staff wage bill **£143 million**
Surplus **£5.4 million**

We provide
74 services including
117 rehab and
palliative care beds

We care for
2 million patients with
10 million patient contacts
each year.



1.1.1 Where CLCH works



1.1.2 CLCH current range of services

CLCH currently provide a mix of general and specialist community services for adults and children as well as stand-alone specialist services.

- For adults - services include community nursing, intermediate care, specialist nursing and specialist rehabilitation
- For children - services include the provision of universal services (health visiting and school nursing) and specialist children's services
- Stand-alone specialist services - sexual health, end of life care, dental and unscheduled care

Eighty percent (80%) of its community based services are targeted at the 0-19 or 65+ age groups. For the older age group, there is a focus on those most vulnerable and at risk of admission to hospital.

CLCH is a high performing Trust that puts quality of care at the heart of everything it does. CLCH is rated 'Good' by the Care Quality Commission (CQC) which, together with strong financial management, has placed the trust in Segment 1 of NHS Improvement's new single oversight framework, published in November 2016.

Non-Executive team



Clive Sparrow
NED



Anne Barnard
NED



David Sines
NED



Angela Greatley
Chair



Jitesh Chotai
NED



Dr Carol Cole
NED



Paula Constant
Associate NED

Executive team



Mike Fox
Director of
Finance,
Performance
and Contracting



Louise Ashley
Chief Nurse and
Chief Operating
Officer



Andrew Ridley
Chief Executive



Dr Jo Medhurst
Medical Director



James Benson
Director of
Improvement

1.1.3 CLCH Staff

At the end of March 2017 CLCH employed 2,000 full-time staff, 1,200 part-time staff and had another 900 people registered on its staff bank for temporary work. The CLCH workforce is made up of:

- 76% clinical roles
- 87% women
- 38% Black and Minority Ethnic (BME) backgrounds
- 60% aged 40+

The profile of CLCH has altered since it was founded, and this will continue in the years to come; in 2017/18 there are a number of services set to both join and leave the trust as services change and grow.

CLCH staff support the very strong ethos of quality of care in the Trust. They value the skills of colleagues, the investment made in training and development, and feedback from patients.

To support this culture of quality, the trust has invested in strong processes of quality assurance and clinical governance with devolved accountability for running and delivering services. CLCH internal systems of performance management ensure

consistency of service and the effective management of risk. These systems also help to ensure that CLCH manage the Trust's money wisely.

1.2 Organisational and Quality Strategy

In March 2017 CLCH agreed a new organisational strategy placing greater emphasis on planned and integrated services that meet specific local needs through multi-disciplinary services delivered in collaboration with its partners. The strategy can be accessed via this [link](#). The Trust's quality strategy will assist in its ambition to move from a CQC rating of good to outstanding; securing CLCH's place as the best provider of high quality community healthcare in the country. A link to the CLCH quality strategy is also included [here](#).

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: 22 February 2018.** Please forward your completed application to public.appointments@nhs.net
- **meet the team:** there will be an opportunity for shortlisted candidates to meet key members of the team on **Monday, 12 March 2018**
- **interview date: 23 March 2018 (from 10am)** in the Chair's office, Ground Floor, 15 Marylebone Road, London, NW1 5JD.
- **proposed start date: 1 April 2018**

Getting in touch

- For an informal and confidential discussion with Angela Greatley, the Chair of the Trust, please contact Wendy Rose on 020 7798 1402 or email wendy.rose@nhs.net
- **NHS Improvement** – for general enquiries contact Leslie Horn on 300 123 2057 by emailing leslie.horn@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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