

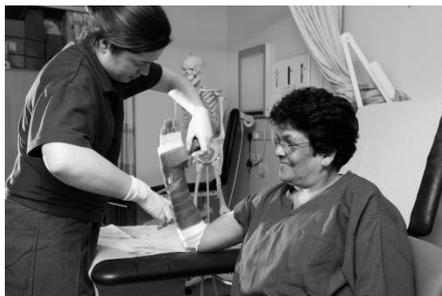
Could you help lead the NHS in your area?

**South West London & St George's
Mental Health NHS Trust**

Non-Executive Director

Candidate information pack

Reference: L1644



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

Mental illness is the single largest cause of disability in the UK and each year about one in four people suffer from a mental health problem. The cost to the economy is estimated to be around £100 billion annually and with physical and mental health closely linked, people with severe and prolonged mental illness die on average 15 to 20 years earlier than other people.

South West London & St George's Mental Health Trust is recruiting a non-executive director to complement and enhance the skills on its Board of Directors. This is an exceptional opportunity to share your talents and expertise to make a positive difference to the lives of people in your community.

2. The person specification

2.1. Essential criteria

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

The Trust is seeking to appoint a commercial non-executive director. The successful candidate will bring to the Board strong commercial experience, preferably from a service providing organisation. This could be from the private or not-for-profit sectors but would include a good strategic understanding, gained at Board level, of commercial activities such as large-scale public/private partnerships including with the construction/housing sector.

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; and
- 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 the Kingston, Merton, Richmond, Sutton and Wandsworth areas. However, applications will be accepted from candidates from surrounding areas with links to the Trust.

- 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 South West London and St George’s Mental Health NHS Trust

South West London & St George’s Mental Health NHS Trust (the Trust) is a leading provider of mental health services across south west London and a beacon of excellence for many of our national mental health services.

The Trust’s strategic vision is “to be a cost effective centre of excellence; a place where patients choose to be treated; where clinicians want to train and work; and where stakeholders want to work with us”.

The Trust was formed in 1994 and has, for over 160 years, provided mental health services. The Trust headquarters are in the impressive grounds of Springfield University Hospital in Tooting, with major inpatient services provided from Tolworth hospital in Kingston, and Queen Mary’s Hospital in Roehampton. The Trust also operates in many other community locations in London and the south east. It also provides community and outpatient services in each of the boroughs it serves.

It serves 1.1 million people across the London boroughs of Kingston, Merton, Richmond, Sutton and Wandsworth and employ more than 2,000 staff who provide care and treatment to about 20,000 people from south west London and beyond at any given moment.

It has a long history of innovation that has helped to redefine the mental health landscape in the UK exemplified in its delivery of the national services for people with eating disorders and obsessive compulsive disorder and deaf services. As a teaching hospital it also provides education, training and research, partnering with a number of universities

The Trust works hard to deliver effective services – enabling people to recover and stay well. The Trust aims to serve the mental health needs of everyone in its diverse communities. Working in partnership with colleagues in primary care, local authorities and the non-statutory sector to:

- ***Promote mental health and improve awareness of its importance;***
- ***Support people with mental health problems and their families;***
- ***Provide care and treatment to the highest standards; and***
- ***Help schools and employers to challenge stigma.***

The Trust has more than 100 clinical teams working to make sure that high quality patient centred care remains the key priority. This translates into ensuring that focus remains on recovery which means helping people to get on with their lives and to focus on the things that are important to them.

The Trust's clinical expertise has led it to develop and contribute to ground-breaking national policies. The Trust also regularly receives visitors to transfer knowledge and share good practice. From community outreach to informing government policy, the Trust is working with and for its patients and the communities it serves to provide the best in mental health care.

The Trust's staff are among some of the most advanced and experienced practitioners in their fields and the Trust is proud of the positive impact its mental health services have for both patients and the wider community. The Trust strives for excellence – providing services that meet and exceed national standards and care that is always based on the best clinical evidence.

3.1. Mission and Values

The Trust's mission is clear: ***Making life better together***

The Trust subscribes to six values:

- ***Respectful***
- ***Open***
- ***Compassionate***
- ***Collaborative***
- ***Consistent***

These values are the cornerstone of how the Trust treats its patients, how it works with colleagues and are an important part of its continuing success in delivering high quality services. These values underpin everything the Trust does and summarise what it expects from every member of staff and service providers.

3.2. Strategy, strategic objectives, risks and opportunities

Working in partnership with those who use its services, their relatives, carers and friends, and other stakeholders the Trust aspires to live and deliver the following strategic objectives:

- **Improve quality and value:** provide high quality and safe services that give value for money
- **Improve partnerships:** develop stronger external partnerships and explore business opportunities that improve access, responsiveness and service range
- **Improve co-production: develop relationships which value patients and service users, carers, staff** and the community as co-producers of services
- **Improve recovery:** enable increased hope, control and opportunity for our patients and service users
- **Improve innovation:** become a leading innovative provider of health and social care services
- **Improve leadership and talent:** develop leadership and talent throughout the organisation

The Trust's five year clinical and quality strategies support how the Trust will deliver its mission, vision and strategic objectives. However like any NHS organisation the Trust is facing the same financial and health economy challenges.

The Trust uses its Board Assurance Framework to keep the key challenges at the forefront of Board discussion and prioritising, these include:

- Bed Pressures and responding to capacity requirements
- Quality and governance
- Providing consistent and responsive community services
- Achieving recurrent saving plans
- Stakeholder engagement
- Provision of consistent safe staffing (the right staff with the right skills at the right time)

Despite these challenges the Trust is excited for the opportunities that it is currently pursuing with South London Mental Health & Community Partnership (SLP) and the work to deliver the Estate Modernisation Programme.

SLP is a new and innovative collaboration between three leading mental health trusts. It is the first of its kind in London and brings together the clinical expertise of thousands of NHS staff to help identify areas of best practice that will be rolled out consistently across south London in order to deliver a shared vision to improve patient care, the foundation stone of this partnership.

With its SLP partner organisations, South London and Maudsley NHS Foundation Trust and Oxleas Foundation Trust, the Trust is working to deliver a more cohesive service to the people of south London and together this joint working aims to deliver some of the aspects flagged in the five year forward view and the Carter review of

efficiencies. The Trust is excited about the opportunity to collectively, deliver better mental health services to the circa 3.2 million population, at least 91 different nationalities and communities speaking a total of 200 or more language that the partners serve.

The Estates Modernisation Programme is an exciting programme which will revolutionise the way mental health services are delivered in south west London for generations to come and will also provide new facilities for the local community.

The programme will be entirely self-funded through selling surplus land no longer needed for the trust's services. The trust's investment will deliver:

- Two state-of-the-art new mental health campuses with first class in-patient facilities – delivering the best care for its patients;
- A 32 acre public park – providing excellent outdoor space for its community;
- Extensive community healthcare – treating people closer to their families and their home;
- Brand new homes – providing houses for local families;
- A new school – investing in its children's future; and
- Over £5 million for new transport facilities – boosting transport links for local residents.

The Trust's mental health services are being transformed to provide better care to service users and patient, closer to home and the EMP work will ensure that many more people will be supported within their community and those who need to be in hospital will not be admitted as often or for so long.

4. 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; and
- 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; and
- 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; and
- 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.

5. Appendix 2: More information

For information about the Trust, such as business plans, annual reports, and services, visit their website <http://www.swlstg.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

6. 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; and
- tell us about any dates when you will not be available.

Key dates

- **closing date for receipt of applications: 06 February 2018 at 11.00am.** Please forward your completed application to public.appointments@nhs.net quoting reference **L1644**.
- **interview date: 26 March 2017**
- **proposed start date: 04 April 2017**

Getting in touch

- If you are shortlisted a number of time slots will be offered for an informal and confidential discussion with Peter Molyneux, the Chair of the Trust, or David Bradley, the Chief Executive of the Trust, please contact Tamara Cowan on 020 3513 6632.
- **Hunter Healthcare** are helping us to identify potential candidates, if you would like a confidential discussion about the role contact Rhiannon Smith, Director on 020 7935 4570 or email rsmith@hunter-healthcare.com or Jenny Adrian on 0207 9354570. Please direct initial enquiries to Hunter Healthcare.
- **NHS Improvement** – for general enquiries contact Leslie Horn on 0300 123 2057 or 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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