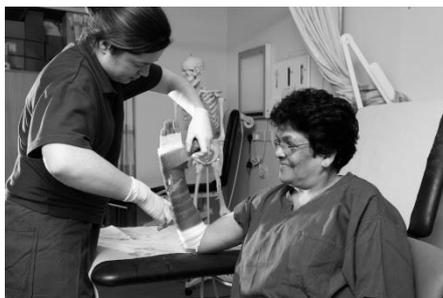


Could you help lead the NHS in your area?

Non-executive director Candidate information pack

Reference: L1630



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

There is a vacancy for a Non-executive Director at West London Mental Health NHS Trust (WLMHT). This is an exceptional opportunity to share your talents and expertise to make a positive difference to the lives of people in your community and to the operation of nationally important specialised mental health services.

WLMHT provides mental health and community health services in three London boroughs, secure mental health services for north west London, and high secure mental health services for the south of England at Broadmoor High Secure Hospital. The Trust is engaged in a major programme of transformation, collaborating with local partners to improve the quality of care provided to patients and service users, working across both mental and physical healthcare to deliver improved outcomes, and improving its estate, including delivery of the new Broadmoor Hospital.

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 significant and senior level experience as a lawyer and / or experience in property management and development / estates.

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](#).

Preference will be given to applicants with strong connections with the local area and an understanding of mental healthcare.

- 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 West London Mental Health NHS Trust

West London Mental Health Trust (WLMHT) is one of the most diverse providers of NHS mental health and community services in the UK. WLMHT provides care and treatment for around 62,570 people each year.

WLMHT offers care, treatment and support for a range of conditions or illnesses affecting people’s psychological wellbeing. In some boroughs, the trust also provides services to improve general physical wellbeing and to prevent unnecessary stays in

One in four of us will experience a mental health condition at some point in our lives. WLMHT’s job is to help people to recover and manage their symptoms so they can get on with living their life.

WLMHT employs around 3,560 staff. It provides mental health services for a local population of around 700,000 people, national commissioned specialist mental services, and community health services for two London boroughs.

Local mental health services

WLMHT provides both mental health inpatient care and treatment in the community in the London boroughs of Ealing, Hammersmith & Fulham and Hounslow. The services include inpatient admissions for patients experiencing acute mental health crisis, rehabilitation and long-term support for service users in the community, talking therapies for people either referred by their GPs or self-referred, psychiatric support to patients in local general hospitals, and support for people with cognitive impairments or dementia both in the community and as inpatients.

WLMHT provides a child and adolescent mental health services for these three London boroughs and for the London Borough of Brent. WLMHT is the lead provider for one of the two “New Models of Care” pilots in England for Tier four (ie very acute) child and adolescent mental health services.

Specialist services

As well as community and inpatient mental health services, WLMHT is a leading national provider of forensic (secure) and specialist mental healthcare. These include:

West London Forensic Service provides a comprehensive multi-disciplinary assessment, treatment and rehabilitation service for male and female mentally disordered offenders, as well as those with challenging behaviour and specialist rehabilitation needs for north west London.

The service provides adult inpatient beds on the St Bernard's site in Ealing. There are three main inpatient facilities and a low secure rehab unit. It also includes the Wells Unit, a specialist service for adolescent forensic patients.

WLMHT also provides outreach support for forensic patients in north west London and a court diversion service.

The West London Forensic Service operates from some of the oldest and newest buildings in the NHS. Thames Lodge, an 80 bedded medium secure unit, opened in early 2016; the women's service, the Orchard, opened earlier this century; Medway Lodge, a 1980s generation facility, is undergoing a major refurbishment; but several wards remain in St Bernards Hospital, opened originally as the Hanwell County Asylum in 1830.

WLMHT has been selected as a partner provider for one of the second wave "New Models of Care" pilots for forensic services.

Broadmoor Hospital provides assessment, treatment and care in conditions of high security for men from London and the south of England. It is one of three high-security psychiatric hospitals in England, and is internationally recognised for work with patients and for its extensive research activities.

Broadmoor Hospital treats people with mental illness and personality disorders who represent a high degree of risk to themselves or to others. It looks after around 240 patients and the average stay is five to six years, although many patients' stay is considerably shorter. Patients are transferred to conditions of lower security once the risks that they have posed are diminished.

The hospital provides a full range of therapeutic treatments, tailored to each patient's individual needs, including assessment, specialist care and rehabilitation.

A new hospital is under construction, adjacent to the original 1863 buildings, and will open in 2018.

The Cassel Hospital provides treatment for adults with severe and complex personality disorders and young people with emerging personality disorders who have often exhausted all other avenues of help from mental health services.

The Cassel Hospital is an NHS Tier four specialist personality disorder service delivering combined psychosocial and psychoanalytic treatment through Inpatient and Outreach treatment programs. The [Inpatient service](#) provides residential treatment at the Cassel Hospital in Richmond, Surrey. The [Outreach service](#) provides community-based treatment and may follow on from the Inpatient program or may be accessed directly, depending on need and individual circumstances.

The purpose of this service is to help people reduce self-harm, suicidal and other self-destructive behaviours, build and foster healthy social and family relationships and to integrate back into the community, with a reduced reliance on local mental health services.

Community Health Services

In recent years WLMHT has been commissioned by the local Clinical Commissioning Groups to run community health services not directly related to mental health. WLMHT delivers the **Homeward** service in Ealing and **the Community Independence Service** in Hammersmith & Fulham, providing alternatives to a hospital admission and support to patients discharged from hospital. This includes support to patients in their own homes and a step-down ward at Clayponds Hospital in Ealing.

WLMHT also provides a healthy lifestyles programme commissioned by the public health in the Ealing call One You Ealing.

Reflecting the widening spread of its services and the importance of an integrated appreciation of mental health and physical health, the WLMHT is currently consulting on a change its name to West London NHS Trust.

Commitment to Quality

WLMHT is committed to delivering high quality care to patients and service users. It currently is rated “Requires Improvement” by the Care Quality Commission, in part reflecting the challenges of operating from an estate that includes outdated buildings and, in common with other NHS providers in London, facing problems recruiting and retaining qualified staff.

WLMHT quality priorities help the trust to improve standards and provide better care for their patients. The quality priorities agreed for 2017-18 are to:

- Be proactive in monitoring the physical health care of service users and respond appropriately when a risk is identified.
- Closely monitor the psychological state and physical health care of any patient who receives medication in an emergency (rapid tranquilisation) to keep them free from harm.
- Ensure that all staff are supported with good quality supervision that promotes high quality, individualised care based on recovery principles and supports professional development.
- Measure the effectiveness of treatment against clearly defined outcome measures.

- Create clearly defined care pathways that ensure that service users can access the support they need, in an appropriate setting without unnecessary delay and that transfers across services will be seamless.
- Use the Triangle of Care to improve the inclusion of carers.
- Work collaboratively with service users to reduce the use of restrictive interventions including physical restraint, seclusion and long-term segregation.

Notwithstanding the “Requires Improvement” rating, the organisation is recognised as excellent for many aspects of its care: for example, in 2017 the West London Forensic service received the Health Business Patient Safety Award for its work reducing physical restraint and in 2016 WLMHT became the first mental health provider to have all its Liaison Psychiatry services rated Excellent by the Psychiatric Liaison Accreditation Network. During 2017, WLMHT improved patient flow through the local services inpatient units, removing the need to place patients out of area or in private sector beds, and as such is recognised as an exemplar by other mental health trusts in London.

WLMHT is investing in quality improvement throughout the organisation, using the NHS Improvement Quality Service Improvement and Redesign framework, with the fifth cohort of staff currently undergoing training in quality improvement methodology, while delivering quality improvement projects within their teams.

WLMHT’s investment in quality improvement has been reflected by substantial improvements in patient satisfaction and staff engagement survey results in 2017.

Financial Performance

In the very challenging financial circumstances facing NHS organisations, WLMHT has continued to deliver financial surpluses and meet its financial targets. Nonetheless, the organisation is committed to a programme of cost improvement and taking a leading role with its commissioners in the transformation of mental health services in north west London to ensure that services are sustainable in future years in the face of rising demand.

Research

WLMHT has strong academic links with [Imperial College London](#) and the [Institute of Psychiatry](#) to make sure that innovations in treatment go from ‘bench to bedside’. They also draw on international expertise and run or take part in regular learning events, such as an annual Recovery Conference.

WLMHT has a clinical trials unit, providing support to research studies, primarily into new drugs for dementia.

Education

WLMHT works closely with Health Education England and with local universities to support the development of its clinical workforce. Following its most recent quality

visit, Health Education England reported considerable satisfaction at the experience reported by trainees at WLMHT.

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: 15 February 2018 at 11.00am.**
Please forward your completed application to public.appointments@nhs.net
- **interview date: 2 March 2018**
- **proposed start date: 1 April 2018**

Getting in touch

- For an informal and confidential discussion with Tom Hayhoe, the Chair of the trust, please contact Carol Carter on 0208 354 8457.
- **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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