

Could you help lead the NHS in your area?

Two Associate Non-executive Directors

Candidate information pack

Reference: S1668



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 opportunities

We are recruiting two Associate Non-executive Directors for Weston Area Health NHS Trust (WAHT). WAHT is working with University Hospitals Bristol NHS Foundation Trust (UHB) to consider a potential merger by acquisition, however it is anticipated that this process will take up to a further year, therefore the successful candidates will work with the Board up to the time of a completed transaction.

These are exceptional opportunities to share your talents and expertise to make a positive difference to the lives of people in your community.

The Associate Non-executive Director roles are used successfully in the NHS to support Board succession strategy and achieving a balance of Board level skills. Associate Non-executive Directors cannot participate in any formal vote at Board.

The successful candidates will be appointed by the Trust but may also be considered for appointment as Non-executive Directors of the Board in future, should opportunities arise and they have the appropriate skills.

2. The person specification

Essential criteria

We are looking for two exceptional candidates to provide leadership, informed independent and objective challenge within a framework of mutual respect and diversity to the Board of Directors. The successful candidates must have relevant experience and / or expertise to contribute to the effectiveness of the Board and the wider organisation.

In order to complement the existing skill mix of the Board, the Trust is seeking candidates with a genuine commitment to patients and the promotion of excellent health care services. You will have senior level experience in one or more of the following areas:

- Clinical and patient safety expertise gained from medical, nursing, allied health disciplines or social care experience at a senior level in an academic, research, regulatory or clinically focused role
- Experience in a human resources and organisational development setting, leading and influencing the development of improved employee engagement
- Commercial and financial strategy expertise

The successful candidates will demonstrate commitment to and personal interest in enhancing health and care services, and will have the highest standards of personal integrity. They will also be able to demonstrate a clear understanding of and alignment to the Trust's values.

WAHT strives to be a high performing organisation to be recognised nationally as a pioneer within the NHS especially in achieving sustainable services within the setting of a small district general hospital.

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 North Somerset and the surrounding 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 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 Weston Area Health NHS Trust

Weston Area Health NHS Trust (WAHT) provides acute services for a 200,000-strong local population and for 2.5 million summer visitors to this popular West Country seaside resort. The hospital building was opened on the Uphill site in 1986 and has been extended since to include a dedicated education building, a day-case unit, day oncology unit and children's day ward.

WAHT is the smallest acute Trust in England; it consists of Weston General Hospital and Children's Specialist Community Services. The Trust is proud to care for the residents of Weston-super-Mare and North Somerset and the thousands of day trippers and tourists who go to the region each year.

The hospital is small, friendly and patient-focused, with over 2,000 staff and volunteers helping them deliver a range of excellent clinical services both on-site and in partnership with larger hospitals across Bristol and Somerset. Specialist Community Children's Services provide a programme of community treatment and therapy services in Weston and Clevedon.

Their hospital facilities include four operating theatres which have recently undergone a £2.4 million refurbishment programme, a newly refurbished outpatient unit, an endoscopy unit, as well as a chemotherapy day case unit. The Trust sees around 55,000 people in their newly refurbished emergency department every year.

Other services they provide include their Ashcombe Birth Centre, a midwife led unit which is UNICEF accredited, WISH sexual health clinic which runs convenient confidential drop-in sessions, orthopaedics, an oncology day unit, cardiology, day surgery, general surgery and a 24 hour Emergency Department. They also provide specialist support for elderly patients such as a dementia cafe and stroke services.

The CQC rated the Trust as 'requires improvement' in 2017 with an 'inadequate' score for *safety* especially around ED and medical leadership; both areas in which they have improved and continue to work on. Conversely their *caring* score was rated as Good and their services for young people as Outstanding. The full report can be viewed following this link <http://www.cqc.org.uk/location/RA301>.

The Trust's patients' well-being is at the heart of everything they do. A clean environment and good facilities are as important to patients in hospital as their clinical care. In a national survey they scored highly for cleanliness with a 98% rating. Their food was also voted among the best in the region scoring 98.9%. The trust's in-patients also benefit from free Wi-Fi and can bring smart phones and tablets into hospital. Patients can also listen to in-house entertainment from their award winning Sunshine radio station. They are also able to provide private facilities for their patients through The Waterside Suite where all profits go back into the hospital.

Patients and visitors can obtain support from their Patient Advice and Liaison Service (PALS). Their dynamic team of volunteers offer patients assistance with eating and drinking, companionship to patients who may not receive many visitors and welcome people to the hospital at their front reception desk.

They have a Patients' Council made up of local volunteers who give them important feedback from a patients' perspective. They also rely on the kind donations of members of the public and the hospital League of Friends who support their work.

The trust's values, priorities and vision

At Weston Area Health Trust the trust works within the opportunities published in the NHS five year forward view to:

- consistently **DELIVER** safe and effective services
- **DEVELOP** their services to meet the requirements of North Somerset (place based)
- **TRANSFORM** their services to be **SUSTAINABLE**

The vision for the Trust is to “work in partnership to provide outstanding healthcare” based upon their key strategic aim to “deliver safe, caring and responsive services”. They are currently working closely with the CCG on a vision of ‘Healthy Weston’ to further enhance services and their availability to local residents.

The Trust is an active member of the Bristol, North Somerset, South Gloucestershire (BNSSG) STP region with its key focus areas of:



The BNSSG has identified four major network streams:

1. Best use of hospital capacity
2. Effective clinical pathways
3. Specialist services and networks
4. Sustainable services at Weston General Hospital

For everyone who works at the Trust, the Trust vision and the work with the BNSSG is supported by a series of values which continue to guide actions, behaviours and decision making within the Trust and which are consistent with the NHS Constitution and National “6C” values. The Trust’s values (known as PRIDE) are:

- **People and Partnership** – working together with colleagues, other organisations and agencies to achieve high care standards or specifically helping a service user, visitor or colleague (Care and Commitment)
- **Reputation** – actions which build and maintain the Trust’s good name in the community (Communication)
- **Innovation** – demonstrating a fresh approach or finding new solutions to problems (Courage)
- **Dignity** – Contributing to the Trust’s Dignity in Care priorities (Compassion)
- **Excellence and Equality** – demonstrating excellence in and equality of service provision (Competence)

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 these roles 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: 26 April 2018 at 11am.** Please forward your completed application to public.appointments@nhs.net
- **interview date: 3 May 2018**
- **proposed start date: mid May 2018**

Getting in touch

- For an informal and confidential discussion with Grahame Paine, the Chair of the Trust regarding the role, please contact his Executive Assistant, Julie Fisher on 01934 647001 extension: 3001
- **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.

Contact us

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