

# Could you help lead the NHS in your area?

## Associate Non-executive Director Candidate information pack

**Reference: M1670**



**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.**

## Contents

1.	Letter from the Chair	4
2.	The opportunity	5
2.	The person specification	5
3.	About the Trust	6

Appendix 1: Role and responsibilities

Appendix 2: More information

Appendix 3: Making an application

Appendix 4: Key dates

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## 1. Letter from the Chair

Dear Applicant

Thank you for expressing an interest in the role of Associate Non-Executive Director at The Princess Alexandra Hospital NHS Trust. We hope that after reading the enclosed information, and perhaps making contact informally, you will feel enthusiastic about applying to join our organisation.

I am impressed with the energy, passion and commitment of our staff towards improving the care and experiences provided to our patients and the drive to be an 'outstanding' organisation. This energy, passion and commitment have certainly paid off and we are delighted to celebrate our improved CQC rating; not only have we achieved a CQC rating of 'Good' in the three areas of 'Caring', 'Effective' and 'Well-led', but we are also out of special measures with effect 21st March 2018.

This is a tremendous achievement in the space of less than 18 months and we have proven that we've got what it takes to make this Trust 'outstanding'. With three of five areas now rated as 'Good' by the CQC, the next jump to becoming a 'Good' Trust overall is clearly within our grasp and you will be joining us at a particularly exciting time, where you can be part of our continued success.

We are also developing an outline business case to build a new hospital in which to provide our services, working closely with our health and care partners to do this together.

We hope the information in this pack gives you an overview of our Trust, and the approach we are taking. Once again, thank you for your interest, and we look forward to meeting if you wish to take further your interest in working with us.

Yours faithfully

Alan Burns

Chairman

## 2. The opportunity

We are recruiting an Associate Non-executive Director for The Princess Alexandra Hospital 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 Associate Non-executive Director role is 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 candidate will be appointed by the Trust but may also be considered for appointment as a Non-executive Director of the Board in future, should the opportunity arise and they have the appropriate skills.

## 3. 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 senior Board level experience gained in a healthcare environment. Previous non-executive experience gained within the public, ideally NHS or private sector would also be an advantage.

### Desirable criteria

Clinical and patient safety expertise gained from medical, nursing or allied health discipline, preferably with experience at a senior level in an academic, research, regulatory or clinically focused fields.

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 the surrounding 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 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](#).

#### **4. About The Princess Alexandra Hospital NHS Trust**

The Princess Alexandra Hospital NHS Trust was established in April 1995. It is a small to medium-size hospital with an annual income of circa £219.37 million. It comprises 413 general and acute beds and provides a full range of general acute services, including a 24/7 emergency department, an intensive care unit, a maternity unit and a level II neonatal intensive care unit (NICU).

The Trust currently employs over 3,000 people and operates outpatient and diagnostic services from the Herts and Essex Hospital, Bishop's Stortford, St Margaret's Hospital in Epping and the Cheshunt Community Hospital. The Breast Unit at St Margaret's Hospital is one of the largest breast cancer clinical trials facilities in Hertfordshire, Essex and North London.

The Trust serves a core population of about 350,000 and is the natural hospital of choice for people living in West Essex and East Hertfordshire, with a core population which is centred on the M11 corridor and the towns of Harlow, Bishop's Stortford and Epping. Its extended catchment area (radius of 11 to 13 miles) incorporates a population of up to 500,000 and includes the areas of Hoddesdon, Cheshunt and Broxbourne in Hertfordshire, together with the south of the M25 in Essex being potential areas for growth.

#### **Vision and values**

The Trust's vision is to be an excellent provider of integrated acute care services. Their values guide them; they help them give excellent care, act with compassion and ensure the most vulnerable people in their local communities are protected when they need the Trust most.

The Trust's values and standards are clear and form the foundations of behaviours all staff are expected to follow.

### **Respectful - treating others as they would wish to be treated**

They are welcoming and polite, valuing and supporting their colleagues and celebrating their achievements. They maintain patients' dignity and recognise and respect their differences.

### **Caring - always putting patients first**

They are kind and compassionate, making sure patient safety is at the centre of everything they do. They show empathy, caring for every patient as an individual and listening and responding to the views of patients and their carers.

### **Responsible - doing what they say they're going to do**

They are professional, and maintain the highest standards of behaviours and accountability, working as a team and communicating openly and honestly. They lead by example, speaking up when they see that their values are not being displayed.

### **Committed - striving to be the best**

They strive for excellence, constantly challenging the status quo and seeking to improve quality and efficiency. They innovate and adopt best practice in their day-to-day activities to achieve their goals and improve their skills and knowledge.

## 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: 30 April 2018 at 11am.** Please forward your completed application to [public.appointments@nhs.net](mailto:public.appointments@nhs.net)
- **interview date: 9 May 2018**
- **proposed start date: mid-May 2018**

## Getting in touch

For an informal and confidential discussion with Alan Burns, the Chair of the trust, please contact Heather Schultz on 01279 444455 ext. 2555 or email [heather.schultz@pah.nhs.uk](mailto:heather.schultz@pah.nhs.uk)

**NHS Improvement** – for general enquiries contact Miriam Walker on 0300 123 2059 or by emailing [miriam.walker@nhs.net](mailto: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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