

Could you help lead the NHS in your area?

Non-executive director Candidate information pack

Reference: L1667



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 London North West University Healthcare NHS Trust (LNWUH). 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 successful candidate will be expected to take on the role of Chair of the Audit Committee and will be a member of at least one other Board committee as well as a full voting member of the Trust Board of Directors.

We are looking for an individual with recent and relevant senior finance experience with a financial qualification. You will also ideally have previous NHS or Board level experience and/or experience of being a member of an Audit Committee although this is not essential.

2. The person specification

Essential criteria

You will need to have a genuine commitment to patients and the promotion of excellent health care services. Candidates should also have recent and relevant senior finance experience with relevant qualification/s.

Board level experience in one or more of the following would be an advantage:

- property development or management, strategy development and implementation, charitable endeavours, organisational development
- Previous NHS experience
- Audit Committee experience

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 might ideally live in or have strong connections with or interest in one or more of the London Boroughs of Brent, Ealing and Harrow and their health and well-being needs.

- 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 London North West University Healthcare NHS Trust

Established on 1 October 2014, London North West University Healthcare NHS Trust (LNWUH) is one of the largest integrated healthcare trusts in the country, providing hospital and community services to the people of Harrow, Brent, Ealing and beyond.

The LNWUH team of 9,000 clinical and support staff serve a diverse population of approximately one million people.

As well as delivering community services across the three London boroughs, LNWUH provides acute hospital services at:

Northwick Park Hospital: home to one of the busiest Emergency Departments in the country. The hospital provides a full range of services including paediatrics, maxillofacial, orthopaedics, neurology, cardiology, elderly care medicine and a regional rehabilitation unit for patients with additional ongoing acute medical needs.

St Mark’s Hospital: an internationally renowned specialist centre for colorectal disease, based at Northwick Park Hospital.

Ealing Hospital: a busy district general hospital providing a range of clinical services, as well as a 24/7 Emergency Department and Urgent Care Centre.

Central Middlesex Hospital: LNWUH planned care site, which also offers a range of outpatient services. The hospital has a 24/7 Urgent Care Centre.

LNWUH is a research active Trust with more than 5,000 patients taking part in clinical trials last year and it plays a vital role in the education and training of doctors, nurses and other healthcare professionals.

In December 2017, LNWUH was officially named a 'university teaching hospital' in recognition of the important role it plays in training clinicians of the future and bringing the benefits of research to the public.

Vision and values

LNWUH's vision is to provide excellent clinical care in the right setting by being compassionate, responsive and innovative.

LNWUH is clear that its vision can only be achieved by its staff, who are its most valuable asset.

The Trust's vision is driven by its HEART values and behaviours which were developed together with the staff.

- Honesty
- Equality
- Accountability
- Respect
- Teamwork

LNWUH applies the HEART values to the recruitment process and candidates are expected to be able to evidence at interview how they would demonstrate these when working with the Trust.

Objectives

LNWUH's six corporate objectives are:

1. Improving focus on safety and quality

- LNWUH will work with its patients to ensure that the organisation provides services that are safe, caring, effective, responsive and well-led and that it complies with the standards set out by the Care Quality Commission
- LNWUH will continue to ensure the safety and wellbeing of all patients in its care

2. Improving patient experience, satisfaction and engagement

- LNWUH will work with all its stakeholders to develop a culture of openness, caring and compassion
- LNWUH will actively involve patients and carers in all aspects of care and service delivery and act on their feedback
- LNWUH will complete its programme to improve its estate, including the operating theatres, emergency department and infrastructure at Northwick Hospital

3. Create a sustainable workforce that is engaged in developing and improving services

- LNWUH aim to become the employer of choice for healthcare staff
- LNWUH will ensure its values are understood and embedded

4. Ensure financial sustainability

- LNWUH will deliver a financial strategy that supports the Trust but does not undermine its focus on patient safety

5. Plan for the Trust's future

- LNWUH will support implementation of the North West London Sustainability and Transformation Programme and Shaping a Healthier Future programme to enable better standards of care for its patients

6. Continuing the journey to becoming an excellent integrated care organisation

- LNWUH will engage frontline services in improving acute and community services through transformational change
- LNWUH will promote integration and engage staff and service users in integration

Clinical strategy (2018 – 2023)

LNWUH's clinical strategy demonstrates its ambition for the future and provides a framework of how the Trust will grow and build its reputation as well as improving its services and patient experience across the Trust.

In developing the clinical strategy the Trust has drawn extensively on the views and experiences of its clinical staff and considered the wider context in which it finds itself, including: national and local policies, the financial challenges for the NHS, changes in technology and local demographics.

As a Trust, it has some challenges that reflect its specific circumstances and history. Much of the Trust's estate, especially at Northwick Park, is very old and in urgent need of modernisation. LNWUH was formed from the merger of two trusts in 2013 and it still has more to do to streamline and simplify its processes and ways of working.

LNWUH's clinical strategy has been designed to meet the local and national needs by framing its forward priorities around three 'key pillars' that are essential to the future success of the organisation. These are:

- Emergency and ambulatory care
- End to end Integrated care, and
- Specialist services.

Alongside these pillars the clinical strategy sets out the Trust's ambitions to:

- improve outcomes and experiences for frail older people
- to integrate cancer care and to
- play a greater role in North West London's goals around prevention and wellbeing.

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.

Responsibilities of audit committee chairs

Audit Committee chairs should have recent and relevant senior financial experience. They share the functions of the other non-executives, and in addition have responsibilities to:

- bring independent financial acumen to the work of the Audit Committee across its governance, risk management, assurance and internal control functions
- provide leadership to the Audit Committee to ensure that it is effective in its role and that internal control systems are in place and operating
- ensure that the Audit Committee is well informed and has timely access to all the information it requires
- facilitate the contribution of all members of the Audit Committee, auditors and other invited participants
- ensure that the board receives sound advice, assurance and useful and timely reports from the committee.

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: 4 June 2018 at 11am.** Please forward your completed application to public.appointments@nhs.net
- **interview date: 11 July 2018 from 1pm**
- **proposed start date: to be confirmed**

Getting in touch

- For an informal and confidential discussion with Peter Worthington, the Chair of the trust, please contact Sandra Adams, Director of Corporate Affairs on 07387 230486.
- **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.

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