

# Could you help lead the NHS in your area?

## Non-executive director Candidate information pack

Reference: S1623



**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

University Hospitals Plymouth NHS Trust has a vacancy for a non-executive director and is looking 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. The successful candidate will take up this important post in September 2018.

## 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 senior level finance experience with an accountancy qualification. A background in quality improvement and innovation at a strategic level, together with audit committee experience in either the public or private sectors would be desirable.

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 catchment area of the trust. This includes the constituencies of North Cornwall, South East Cornwall, Plymouth, Sutton and Devonport, Plymouth, Moor View, Totnes, South West Devon, Torridge and West Devon.

- 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 University Hospitals Plymouth NHS Trust**

University Hospitals Plymouth NHS Trust is the largest hospital in the South West Peninsula, providing comprehensive secondary and tertiary healthcare and it is the region's major trauma centre. The geography gives the trust a secondary care catchment population of 450,000 with a wider peninsula population of almost 2,000,000 people who can access its specialist services. The population is characterised by its diversity – the rural and the urban, the wealthy and pockets of deprivation, and wide variance in health and life expectancy. Population ageing is a recognised national trend, but is exacerbated locally by the drift of younger people out of the area and older people in. The proportion of the trust's population aged 85 or over is growing ahead of the national average by approximately 10 years, giving Plymouth the opportunity to innovate on behalf of the nation in services for the elderly.

The Trust works within a network of other hospitals to offer a range of specialist services:

- Kidney transplant
- Pancreatic cancer surgery
- Neurosurgery
- Cardiothoracic surgery
- Bone marrow transplant
- Upper Gastro-intestinal surgery
- Hepatobiliary surgery
- Neonatal intensive care and high risk obstetrics
- Plastic surgery
- Liver transplant evaluation
- Stereotactic radiosurgery

#### **A Regional Specialist Teaching Hospital**

University Hospitals Plymouth NHS Trust provides comprehensive training and education for a wide range of healthcare professionals. The Trust works in partnership with both Plymouth University's Faculty of Medicine and Dentistry and the University of Exeter Medical School. The Trust also supports the Universities of Plymouth and Exeter in the delivery of courses for the Faculty of Health and Social Work. With university campuses in Plymouth, Exeter, Truro and Taunton, along with teaching facilities in Bristol, the Faculty of Health and Social Work is one of the largest providers of nursing, midwifery, social work and health professional education and training in the South West.

## **Working Hand in Hand with the Military**

University Hospitals Plymouth NHS Trust has a longstanding and excellent relationship with the Ministry of Defence. A tri-service staff of 150 military doctors, nurses and allied health professionals are fully integrated within the hospital workplace, working and training alongside their NHS counterparts, treating the local community, whilst proudly wearing their service uniforms and contributing to a high standard of patient care. The Trust's military partners are vital for the skills, both clinical and non-clinical and for the capacity they help the Trust to provide.

The Trust's services benefit greatly from the skills of military clinicians, particularly in Trauma & Orthopaedics, Radiology and the Emergency Department. Many of them bring unique experiences and knowledge from their deployments and this, in turn, benefits University Hospitals Plymouth NHS Trust and its patients.

## **Where the Trust provides care**

University Hospitals Plymouth NHS Trust provides services for patients at the following main sites as well as through clinics provided at other local hospitals and care centres:

### **Derriford Hospital**

More than 48,000 people pass through the main entrance of Derriford in a week. The hospital has more than 900 beds and 1,000 public car parking spaces. Derriford Hospital is the second largest bus terminal in Plymouth, beaten to first place only by Plymouth central bus station.

### **Plymouth Dialysis Unit**

This purpose built unit opened in August 2011 and provides outpatient haemodialysis, education and dialysis training to patients with advanced renal failure who are living in Plymouth, East Cornwall, North and South Devon. It also offers holiday haemodialysis to visitors to the south west.

### **Child Development Centre**

Developmental services for young children are provided at the Child Development Centre, Scott Business Park with close partnership working between University Hospitals Plymouth NHS Trust, primary care and Plymouth City Council.

### **Radiology Academy**

The Trust provides radiology training in a purpose built facility.

The Trust also provides community midwifery services in Plymouth.

## The Trust's vision

To provide excellent care, with compassion, wrapped around people's individual needs

## The Trust's Strategic Direction

### Our Strategic Direction



Download the Trust's Strategic Direction in pdf format

## The Trust's overall CQC overall rating

The Care Quality Commission (CQC) are the independent regulator of health and adult social care services in England. Their role is to monitor, inspect and regulate services to make sure they meet fundamental standards of quality and safety. All health and social care services will be inspected by the CQC and will be rated as: outstanding, good, requires improvement or inadequate. The rating for University Hospitals Plymouth NHS Trust is "requires improvement". Full details of the report are available on [the CQC website](#).

## Rating for individual sites

University Hospitals Plymouth NHS Trust provides services at a number of locations in Devon and Cornwall. The CQC has also rated the trust for these, please [click here](#) to see ratings for individual sites, including:

- Cumberland Centre
- Derriford Hospital\*
- Launceston General Hospital
- Liskeard Community Hospital
- Mount Gould Hospital
- Plymouth Dialysis Unit
- Royal Cornwall Hospital
- South Hams Hospital (Kingsbridge Hospital)
- Stratton Hospital
- Tamar Science Park
- Tavistock Hospital

\* please note that the Child Development Centre is registered under Derriford Hospital

## 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 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

## Appendix 4: Key dates

- **closing date for receipt of applications: 12 June 2018 at 11am.** Please forward your completed application to [public.appointments@nhs.net](mailto:public.appointments@nhs.net)
- **interview date: 3 July 2018**
- **proposed start date: 25 September 2018**

## Getting in touch

- For an informal and confidential discussion with Richard Crompton, the Chair of the trust, please contact Bryonie Deeming on 01752 439 491.
- **NHS Improvement** – for general enquiries contact Leslie Horn on 0300 123 2057 or by emailing [leslie.horn@nhs.net](mailto: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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