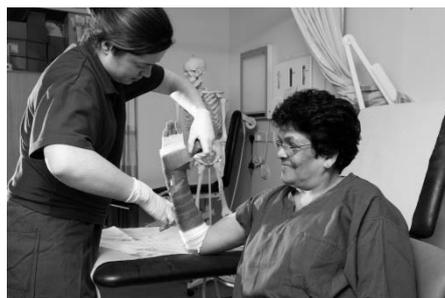


Could you help lead the NHS in your area?

Non-executive director Candidate information pack

Reference: M1542



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

East Midlands Ambulance Service (EMAS) are recruiting a Non-executive Director. 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 Trust Board have overall corporate responsibility for the running of East Midlands Ambulance Service. The main role of the Trust Board is to guide the overall strategic direction of the organisation, including planning for current challenges and future priorities – ensuring to set and meet Trust objectives.

The Trust is led by a Chairman and comprises of Executive Directors and Non-Executive Directors.

Non-Executive Directors have roles and responsibilities outside EMAS. This allows them to bring an alternative viewpoint and draw upon external experience when discussing and agreeing upon the direction of the Trust – bringing an important balance to the Board.

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 financial management experience with a financial qualification ideally gained in the private sector.

Desirable criteria

Experience gained in either logistics or Information Management Technology (IMT) would be an advantage.

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 East Midlands.

- 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 East Midlands Ambulance Service NHS Trust

East Midlands Ambulance Service provides emergency 999 care and telephone clinical assessment services for a population of 4.8 million people across six counties (Derbyshire, Leicestershire and Rutland, Lincolnshire (including North and North East), Northamptonshire and Nottinghamshire – approximately 6,425 square miles.

Their vision is 'to deliver outstanding sustainable emergency and urgent care services across the communities of the East Midlands'.

EMAS receives on average a new 999 call every 34 seconds - over 2,500 a day. Patient care and treatment is provided at the scene of the emergency or in emergency vehicles en-route to hospital or a treatment centre. The Trust provides Patient Transport Services across Derbyshire for people who have routine hospital or clinical appointments and in April 2018 launches a new Urgent Care Transport Service.

Over 3,000 people work at East Midlands Ambulance Service, with the largest workforce group being frontline colleagues.

During 2016/2017, EMAS received 938,837 emergency 999 and urgent calls. Their accident and emergency crews responded to 653,215 of these calls, which equates to 1,790 face to face responses every day. The EMAS Clinical Assessment Team consists of paramedics and nurses and they dealt with 250,378 calls over the telephone during the same year.

EMAS has five values which underpin everything they do; how they deliver their services and how they work with each other.

- Respect: Respect for patients and each other.
- Integrity: Acting with integrity by doing the right thing for the right reasons.
- Contribution: Respecting and valuing the contribution of every member of staff.
- Teamwork: Working together and supporting each other.
- Competence: Continually developing and improving individual competence.

4. Key challenges

All NHS organisations are subject to regular inspections by the Care Quality Commission (CQC). This is to ensure services are providing care that's safe, caring, effective and well-led.

EMAS was last inspected in February 2017 and they received an overall rating of "requires improvement."

The CQC key findings at the time of inspection include:

- Caring, professional staff delivering compassionate, patient focused care despite challenges due to continued demand.
- Joint working arrangements with other NHS and blue-light organisations improving accessibility of patient services, particularly those located in remote areas and for patients who require mental health care.
- A Sepsis pilot in North and North East Lincolnshire is providing prompt lifesaving treatment.
- A highly effective recruitment campaign which has received a national award for equality and diversity in recruitment.
- The Trust had made significant improvements since the last inspection but there were still areas for improvement including:
- A need to continue to work with other providers and commissioners to reduce handover delays and improve timeliness of resource allocation in the Emergency Operations Centre.
- Continued provision of sufficient clinical mentors for newly qualified staff.

- Ensuring staff receive, read and understand information when there are updates to trust policies, procedures or clinical practice.

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

Appendix 4: Key dates

- **closing date for receipt of applications:** 18 May 2018 at 11am. Please forward your completed application to public.appointments@nhs.net
- **interview date:** 7 June 2018
- **proposed start date:** To be confirmed

Getting in touch

- **NHS Improvement** – for general enquiries contact Helen Barlow on 0300 123 2038 or by emailing helen.barlow2@nhs.net
- For an informal and confidential discussion with Pauline Tagg, the Chair of the trust, please contact Sian Myers on 0115 8845254.



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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