

# Could you help lead the NHS in your area?

**Two Non-executive directors  
and an Associate non-executive  
director**

**Candidate information pack**

**Reference: M1659**



**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.**

**Our recruitment processes are conducted in accordance with the Code of Governance to ensure that they are made on merit after a fair and open process so that the best people, from the widest possible pool of candidates, are appointed.**

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## 1. The opportunity

This is a unique opportunity to help shape the future of The Shrewsbury and Telford Hospital NHS Trust (SaTH) by sharing your talents and expertise to help transform the trust and make a positive difference to your community.

SaTH is the main provider of acute hospital services for around half a million people in Shropshire, Telford & Wrekin and mid Wales. The Trust's strategy and decision-making is underpinned by its framework of values: Proud to Care, Make It Happen, We Value Respect, Together We Achieve.

Their main service locations are the Princess Royal Hospital (PRH) in Telford and the Royal Shrewsbury Hospital (RSH) in Shrewsbury. The PRH opened in 1989 and is now the main centre for inpatient women and children's services. RSH opened in 1977 and became the main centre for acute and emergency surgery in 2012. The Lingen Davies Centre opened in the same year.

SaTH is recruiting two Non-executive Directors (NEDs) and an Associate NED to complement and enhance the skills on its Board of Directors. This is an exceptional opportunity to share your talents and experience to make a positive difference to the lives of people in your community.

The roles advertised are varied and the successful candidates will be involved in a diverse range of Board activity including chairing the Audit Committee and sitting on other committees such as Quality & Safety and Workforce.

The Trust is entering an exciting phase and they have much to do. They have a strong focus on consistently securing the basics in all areas of performance. In addition, the recently announced investment of £312 million into the reconfiguration of their hospitals presents tremendous opportunities to improve healthcare and outcomes not just for this generation, but for generations to come.

## 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 leadership experience in complex organisations. There are three vacancies - two Non-executive Director roles (one of which is Chair of the Audit Committee) and one Associate Non-executive Director.

All Non-executive Director roles require a diverse and adaptable approach. You will need to have the ability to think strategically yet be able to understand how strategy is translated into deliverables. Developing positive relationships is critical particularly ones which support effective challenge. Our Non-executive Directors need to be

politically aware and provide inspirational leadership aligned to the principles of the NHS. Outstanding communication skills are essential.

All Non-executive Director roles contribute and at times lead sub committees of the Board. The sub committees are an absolutely critical element to ensure robust governance within the organisation.

One of the roles advertised is that of Audit Committee Chair. For this role it is essential that the individual is financially qualified along with experience gained in a financial environment.

The Associate NED role is used successfully in the NHS to support Board succession planning and achieving a balance of Board level skills. Although not legally a member of the Board and does not participate in any formal vote, the individual is an integral member of the wider Board team comprising executive and non-executive roles and attending Board and key committee meetings as required. The successful candidate for the Associate NED role will be appointed by the Trust but may also be considered for appointments as a NED of the Board in future, should vacancies arise and they have the appropriate skills.

For both posts 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 area served by the trust.

- 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 Shrewsbury and Telford Hospital NHS Trust**

SaTH is a "teaching hospital" through its partnership with the Keele University School of Medicine. The Trust benefits from strong partnerships with Staffordshire University in the training of nurses and allied health professionals.

With a turnover in the region of £350.2m and around 6,000 staff, the Trust recognises its vital role at the heart of the wider economy, working with partners across Shropshire, Telford & Wrekin and mid Wales to develop patient-focused services that meet the needs of their communities and improve health, care, well-being and community prosperity.

Further information about SaTH is provided in Annex A.

### **4. Key challenges**

SaTH, like many acute trusts nationally, faces a number of challenges and the successful candidate will need to demonstrate strong leadership and resilience in moving these key areas forward:

- As part of the Sustainability and Transformation Partnership (STP) the Trust is leading plans for the reconfiguration of acute services currently delivered at RSH and PRH. This work has been in development for several years, and will be moving to public consultation at the end of May following the announcement that the Treasury has approved £312 million of investment. Options include the consolidation of services with one site potentially hosting planned and diagnostic activity whilst the other would focus on urgent and emergency care.
- The Trust has been managing a number of workforce issues in recent months, driven by challenges in recruiting to key positions. This has resulted in a number of temporary service suspensions whilst actions are taken to address the issues. There is also a high reliance on agency/locum staff in order to deliver these key services, with urgent care being of specific concern. A&E performance is consistently below the national standard. The Trust plays a pivotal role in the urgent care system, and will need to continue to engage

effectively with partners in order to address these significant operational performance challenges, particularly as we head into the winter period.

- Delivery of the financial plan remains a challenging area for the Trust, with high levels of agency and locum staff continuing to place pressure on delivery of the NHSI financial control total.
- Following a recent CQC inspection the Trust Board will be expected to lead the delivery of an improvement plan to address the actions identified.

The Trust remains steadfast in its commitment to the safe delivery of care for patients and their families and ensuring that this care is the safest and kindest in the NHS. In order for the Trust to progress with achievable and sustainable change that delivers real improvements for patients and the public, three integrated formal programmes of work are in place.

The co-ordinating mechanisms for addressing the challenges in quality, workforce, performance and finance within the organisation and across the whole health system are:

- Transforming Care Institute – the Trust’s partnership with the Virginia Mason Institute (VMI)
- Sustainability and Transformation Plan (STP) – the health system’s overarching strategic plan
- Sustainable Services Programme (SSP) – the Trust’s plan for the delivery of a single emergency site and a single planned care site

These three overarching programmes will drive and steer the changes required to deliver consistent high quality and appropriate care to patients and their families.

The Trust’s priority is to ‘get the basics right’. This means patients receiving the very best and timely care possible within the financial and workforce resources available. This has meant a rebalance of the bed base between Scheduled and Unscheduled Care; out of hospital service development so that patients no longer needing acute hospital care are supported at home or in a more appropriate setting; and the protection of scheduled care capacity so that patients’ operations are not cancelled because a bed is not available. It also means looking closely at the activities and services the Trust delivers and matching these to the capacity of the workforce.

Clinicians within the Trust await the opportunity to more formally share their clinical model within the Sustainable Services Programme during Commissioner-led public consultation. In the meantime, frontline staff will continue work on understanding their service issues with the support and expertise of the Transforming Care Institute. By methodically applying the VMI tools of removing waste and non-value-added activities and by standardising processes and systems, the care and service patients

receive will continually improve. This will continue to be achieved in small incremental steps that can be sustained over days, months and years.

For the Trust to be the safest and kindest in the NHS, both strategies will need to progress side-by-side.

## **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 links for more information about:

- [Becoming a non-executive director](#)
- [About the non-executive role](#)
- [Applying for the role](#) including:
  - Building your application
  - Sources of information and useful reading
  - Eligibility and disqualification criteria
  - Terms and conditions of chair and non-executive director appointments
  - How we will handle your application and information

## 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: 11am on 4 July 2018.** Please forward your completed application to [public.appointments@nhs.net](mailto:public.appointments@nhs.net)
- **interview date: 19 and 20 July 2018**
- **proposed start date: to be agreed with the successful candidates**

## Getting in touch

- For an informal and confidential discussion with Ben Reid, the Chair of the trust, please contact Deborah Hazan on 01743 261001.
- **GatenbySanderson** are helping us to identify potential candidates. If you would like a confidential discussion about the role contact Emma Pickup, Senior Consultant on [0113 205 6292](tel:01132056292), or email [emma.pickup@gatenbysanderson.com](mailto:emma.pickup@gatenbysanderson.com)
- **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.

## Contact us

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