

Could you help lead the NHS in your area?

Non-executive director and Designate Non-executive director Candidate information pack

Reference: M1685



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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Letter from the Chair

Dear Applicant

Thank you for expressing an interest in the role of non-executive director or designate non-executive director at the East and North Hertfordshire NHS Trust. I hope that once you have read the enclosed information, and perhaps through making contact with me informally, you will feel enthusiastic about applying to join us.

Whilst patients are at the heart of everything we do, our staff come a very close second. Every day I see examples of their energy, passion and commitment to improving not just the quality of care provided, but just as importantly the experience of our patients.

About 18 months ago, we completed one of the largest hospital reconfiguration programmes in the NHS, which saw some £180 million invested in transforming the Lister hospital in to the Trust's specialist centre for emergency and inpatient care. In turn, this allowed us to develop several services that support the whole of the county, including a 24/7 heart attack service and a hyper acute stroke unit.

Our focus now is on transforming our services to become even more efficient and effective - work that is being lead by our divisional clinical and non-clinical leaders. This transformation will not only mean that our patients get seen more quickly and have better outcomes and experiences, we will also be making better use of our resources.

We are an ambitious organisation, with a strong executive director team that is keen to help transform our services through building on the great work that has been achieved to date. Notwithstanding the wider challenges facing the NHS, the Trust is well positioned to develop its services for the benefit of local people, working closely with our health and social care partners to do this together. This is why I am keen that we attract candidates for these non-executive director and associate non-executive director roles with clinical backgrounds to help with this very important work.

I hope that the information contained within this pack gives you a thorough overview of our Trust, as well as the direction of travel that we are taking. Once again, thank you for your interest and I look forward to meeting if you wish to take further your interest in joining us.

Yours faithfully,

A handwritten signature in black ink, appearing to read 'Ellen Schroder', written in a cursive style.

Ellen Schroder

Chair

1. The opportunity

We are recruiting a Non-executive Director and a Designate Non-executive Director for East and North Hertfordshire NHS Trust. These are exceptional opportunities to share your talents and expertise to make a positive difference to the lives of people in your community.

The Designate Non-Executive Director role is used successfully in the NHS to support Board succession, strategy and achieving a balance of Board skills. A Designate Non-Executive Director does not have a formal vote on the Board. The successful candidate will be appointed by the Trust but may also be appointed as a Non-executive Director of the Board in future should the opportunity arise and they have the appropriate skills.

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 recent senior level clinical experience gained in the NHS from medical, nursing, academic or allied health disciplines. Board level experience 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 candidates 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 Hertfordshire or its 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 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 East and North Hertfordshire NHS Trust

East and North Hertfordshire NHS Trust is proud of the range of general and specialist services it provides. The 5,500 or so dedicated staff ensure patients get the best care at:

- Hertford County hospital, Hertford
- The Lister hospital, Stevenage
- Mount Vernon Cancer Centre, Northwood
- The New QEII hospital, Welwyn Garden City

The Trust provides a wide range of emergency and inpatient services at the Lister, with outpatient and diagnostic care provided at Hertford County, the Lister and the New QEII. The maternity service at the Lister offers co-located midwife and consultant-led units, as well as a range of other services – including a dedicated early pregnancy unit.

Specialist services at the Lister include:

- Cardiology – including a 24/7 heart attack centre
- Plastic surgery
- Renal medicine, which includes renal dialysis satellite units throughout Hertfordshire, as well in Bedfordshire and west Essex
- Stroke – through the hyper-acute stroke unit
- Urology – including a robotic surgical service

The Mount Vernon Cancer Centre, one of the country’s top five cancer treatment centres, provides specialist radiotherapy services along with chemotherapy for local people. The Lister also provides chemotherapy services through the Lister Macmillan Cancer Centre.

Some quick facts about the Trust

- It provides services to the local community of around 600,000 people a year
- Around 5,500 babies are born in one of its hospitals each year
- The emergency department service sees around 150,000 people each year
- The Trust employs some 5,500 staff
- The Trust has 720 inpatient beds (principally at the Lister, but also the Mount Vernon Cancer Centre)
- The Mount Vernon Cancer Centre supports around 2 million people
- The annual income is around £416 million
- The Trust was formed in April 2000 with responsibility for managing Hertford County, the Lister and the QEII (since renamed as the New QEII) hospitals. In April 2005 it also gained responsibility for managing the Mount Vernon cancer centre.

3.1. Strategy

The Trust's current vision is to strive to be amongst the best for:

- Patient safety
- Clinical outcomes
- Patient experience
- Financial sustainability

We are doing this by:

- Keeping our promises on quality and value
- Delivering new services and ways of caring
- Securing a positive future for the Mount Vernon Cancer Centre



Looking forward

2018/19 is the final year of the Trust's current strategy, and in the last quarter of 2017/18 it commenced the development of a new five year strategy for the Trust, the aim of which will be ensure that the Trust is fit for the future and able to provide high quality services for the populations it serves. Through this process, we are seeking the views of our staff, patients and their families and key partners, including the Hertfordshire and West Essex STP. The hope to conclude this work in the latter half of 2018/19, ready for the strategy's launch in April 2019.

In addition, the trust will also develop a series of service based clinical strategies that will support the delivery of it's new overall strategy.

3.2. Values

The Trust's values underpin everything it does.



We put our *patients* first



We strive for excellence & continuous *improvement*



We *value* everybody



We are *open* and honest



We work as a *team*

3.3 Hertfordshire and West Essex STP

The trust is an active partner in the Hertfordshire and West Essex Sustainability and Transformation Plan (STP). The vision of the STP is to support the residents of Hertfordshire and West Essex to live as healthily and independently as possible, supported by caring, effective and affordable health and care services.

The trust has been working on a number of projects to support area-wide improvements including:

- Improving cancer treatment pathways – especially how it ensures earlier diagnosis
- Improving patient flow and the sustainability of urgent and emergency care
- How it joins up the trust's IT systems to support service transformation.

As well as the trust's transformation programmes, the STP is in the process of designing a population-based system in which the system(s) will take on collective responsibility for resources and population health, providing integrated, better co-ordinated care.

Further information can be found on the [STP's website](#).

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 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 either of these roles 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: 9 July 2018 at 11am.** Please forward your completed application to public.appointments@nhs.net
- **Stakeholder engagement:** Shortlisted candidates will be invited to meet with a group of stakeholders in the morning of the interviews.
- **interview date: Thursday 26 July 2018 in the afternoon**
- **proposed start date: 3 September 2018**

Getting in touch

- **For an informal and confidential discussion** with Ellen Schroder, the Chair of the trust, please contact Sharon Nahal on 01438 284049 or Sharon.nahal@nhs.net
- **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.

Contact us

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