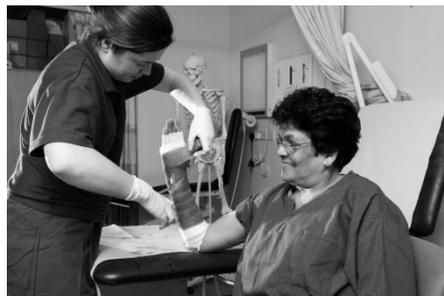


Could you help lead the NHS in your area?

Non-executive directors Candidate information pack

Reference: M1672



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

Following a restructuring of the Board, we are recruiting a number of Non-executive Directors (NED) for University Hospitals of North Midlands NHS Trust (UHNM). This is an exceptional opportunity to share your talents and expertise to make a positive difference to the lives of people in Staffordshire and beyond.

UHNM cares for over 900,000 people each year and is highly regarded for its facilities, teaching and research. The Trust works in partnership with Keele University and has a patient-centred clinical research facility providing state-of-the-art facilities.

2. The person specification

Essential criteria

Candidates will need to have a genuine commitment to patients and the promotion of excellent health care services.

We are looking for two candidates with recent, relevant, finance experience gained within a large, complex organisation with a finance qualification. One candidate must have the capacity to Chair the Audit Committee and the other the capacity to chair the Finance & Performance Committee.

We are also looking for candidates with experience in one or more of the following areas:

- Commercial contracting and Private Finance Initiatives
- Information Management and Technology
- NHS leadership, including system wide working and transformation
- Broad medical or clinical background in particular General Practice or Nursing

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 area served by the trust.
- On average the role will require the equivalent to 2 to 3 days a month.
- The remuneration payable for the 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 University Hospitals of North Midlands NHS Trust NHS Trust

Employing over 11,000 staff UHNM has two sites, Royal Stoke University Hospital, located in Stoke-on-Trent and County Hospital, located in Stafford. The Royal Stoke University Hospital is part of a £370m private finance initiative (PFI) that was completed in 2015.

From these hospitals the Trust provides a full range of general acute hospital services for people living in and around Staffordshire and beyond. The Trust also provides specialised services, such as Trauma, for three million people in a wider area, including neighbouring counties and North Wales. It is also recognised for its particular expertise in trauma, respiratory conditions, spinal surgery, upper gastrointestinal surgery, complex orthopaedic surgery, laparoscopic surgery and the management of liver conditions. More than 175,000 patients attended UHNM’s Accident and Emergency departments in the past year, many from a wide geographical area by both helicopter and land ambulance because of its Major Trauma Centre status.

Key challenges

UHNM faces a number of strategic and operational challenges, including:

- its financial situation which remains extremely challenging, as a result of which the Trust was placed into Financial Special Measures in March 2017. The Trust has an ambitious financial recovery programme and is required to implement significant cost saving programmes;
- meeting the NHS Constitutional targets in relation to Referral to Treatment (RTT), Emergency 4 hour target and Cancer for which it has recovery plans in place.
- the delivery of the STP with its partners within the wider Health Economy to address a number of long standing challenges

UHNM Strategic Objectives and Values

University Hospitals of North Midlands Our 2025 Vision

What we will deliver - our strategic objectives

| | |
|--|--|
|  <p>Provide safe, effective, caring and responsive services</p> | <ul style="list-style-type: none"> ■ Improved CQC ratings through implementation of our Care Excellence Framework ■ Maintaining strong performance in relation to the Summary Hospital-level Mortality Indicator (SHMI) ■ Positive Patient Led Assessment of the Care Environment (PLACE) annual inspections across UHNM |
|  <p>Achieve NHS constitutional patient access standards</p> | <ul style="list-style-type: none"> ■ Improving pathways in and out of hospital ■ Consistent implementation of best practice ■ Provision of seven day services |
|  <p>Achieve excellence in employment, education, development and research</p> | <ul style="list-style-type: none"> ■ Recruitment and retention of highly skilled staff & implementation of UHNM improvement methodology ■ On-going development of specialist services ■ Building our links with Staffordshire & Keele Universities |
|  <p>Lead strategic change within Staffordshire and beyond</p> | <ul style="list-style-type: none"> ■ Increased income from NHS specialised commissioning services & elective care at County ■ Leading role in the Staffordshire and Stoke-on-Trent STP ■ Reduced number of medically fit for discharge patients in acute beds |
|  <p>Ensure efficient use of resources</p> | <ul style="list-style-type: none"> ■ Year on year improvements in our finances ■ Optimum use of our estate to support the services we deliver ■ Digitalisation of clinical notes |

How we will deliver this - our values

| | |
|---|--|
|  <p>Together</p> <ul style="list-style-type: none"> • We are a team • We are appreciative • We are inclusive |  <p>Compassion</p> <ul style="list-style-type: none"> • We are supportive • We are respectful • We are friendly |
|  <p>Safe</p> <ul style="list-style-type: none"> • We communicate well • We are organised • We speak up |  <p>Improving</p> <ul style="list-style-type: none"> • We listen • We learn • We take responsibility |

www.uhnm.nhs.uk

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 Trust Board 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: 25 June 2018 at 11am.** Please forward your completed application to public.appointments@nhs.net
- **interview dates: 31 July 2018 & 1 August 2018**
- **proposed start date: tbc**

Getting in touch

- **For an informal and confidential discussion** with David Wakefield, the Chair of the trust, please contact the Executive Suite on 01782 676612
- **Gatenby Sanderson** 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 or email Emma.Pickup@gatenbysanderson.com
- **NHS Improvement** – for general enquiries contact Helen Barlow on 0300 123 2038 or by emailing helen.barlow2@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

NHS Improvement
Non-executive Appointments Team
Room 2C18
Quarry House
Leeds LS2 7UE

E: public.appointments@nhs.net
W: improvement.nhs.uk