



Barnsley Hospital
NHS Foundation Trust

Chair

Candidate Information



www.barnsleyhospital.nhs.uk

About Barnsley Hospital

Barnsley Hospital NHS Foundation Trust is a district general hospital built in the 1970s and serving a population of approximately a quarter of a million people within the areas served by Barnsley Metropolitan Borough Council.

We occupy one site covering approximately 8.2 hectares. The hospital has around 380 beds and current annual income of £208m.

An NHS Foundation Trust

The Hospital gained Foundation Trust status in 2005 and today provides a full range of district hospital services to the local community and surrounding area.

Our services

We provide emergency and intensive care, medical and surgical care, elderly care, paediatric and maternity services, along with diagnostic and clinical support. The Trust also provides a number of specialised services, such as cancer and surgical services in partnership with other NHS organisations. We also provide Assistive Technology services to the Yorkshire and Humber region.

The Trust's principal commissioner is Barnsley Clinical Commissioning Group (CCG), which is responsible for commissioning health services for the population of Barnsley.

Our 3,726 employees (31 March 2018) are supported by a Health and Wellbeing team and strategy, who look after the physical health and emotional wellbeing of staff, as well as a dedicated learning and development programme and a fully equipped Education Centre. Operationally, there are three Clinical Business Units (Medicine, Surgery and Women & Children's) and a Corporate Services Unit.

Our Local Health and Social Community

The resident population of Barnsley is 237,843 people (2014 data). The total population is expected to rise to 246,900 by 2021. These projections show the proportion of those aged 65 and over is increasing over the years and will reach approximately one fifth of the total population by 2021.

Data from the 2011 Census shows 97.9% of Barnsley are from a white ethnic background, 0.7% of mixed group, 0.7% Asian or Asian British, 0.5% were Black/African/Caribbean or Black British with 0.2% other.

The health of people in Barnsley is affected by local deprivation, which is higher than the England average. In 2015, Barnsley was the 39th most deprived local authority area of the 326 in England. Premature death from chronic diseases such as cancer, cardiovascular disease and lung disease is strongly linked to deprivation.

We are proud to be good

We are delighted that in March 2018, the Care Quality Commission (CQC) rated the Trust as 'Good' overall against a four point scale comprising the ratings of Inadequate, Requires Improvement, Good and Outstanding.



This is a move from 'Requires Improvement' in 2015 to 'Good', reflecting on our staff in the Trust and the care they provide.

Our Vision, Values and Strategic Aims

The Trust's vision, values, aims and objectives are agreed as part of the annual business planning cycle and are the platform upon which we build our strategies and guide our decision making. Each and every member of our workforce is expected to live and demonstrate our values as an integral part of how we operate and deliver quality, safe and compassionate care to our patients.

Our Vision

To provide outstanding integrated care.

Our Values

We treat people how we would like to be treated ourselves. We will:

- Show you respect, courtesy and professionalism
- Treat you with kindness, compassion and dignity
- Communicate with you in a clear, honest and responsible manner

We work together to provide the best quality care we can. We will:

- Share the same goals: finding answers together
- Recognise your contribution by treating you fairly and equally
- Constantly learn from you, so we share and develop together

We focus on your individual and diverse needs. We will:

- Personalise the care we give to you
- Keep you informed and involve you in decisions
- Take the time to listen to you

PROUD

to
care

Our Trust Objectives for 2018-19

Our Vision: to provide outstanding, integrated care



Patients: will experience outstanding care

We will deliver our Quality Strategy (2017-20) and goals:

- Provide care that is based on the best evidence for every patient, every time
- Continuously seek out and reduce avoidable patient harm
- Deliver good patient experience

We will deliver our Clinical Strategy (2018-21)

We will ensure a more sustainable approach to patient flow both internally and with partners across the system

We will deliver the Barnsley Hospital Digital Roadmap



Partners: we will work with partners to deliver better, more integrated care

We will work with all of our partners in Barnsley to deliver the Barnsley Plan priorities

We will play a leading role in 'Barnsley Health and Care Together', building on existing relationships with partners

We will continue to work with partners across South Yorkshire to ensure sustainable local services and support others regionally



People: will be proud to work for us

We will deliver our People Strategy (2018-21) to ensure a sufficient, capable, motivated and sustainable workforce:

- **Talent**
Develop all leaders to influence and motivate effectively
- **Engagement**
Motivate our people to be the best that they can by living our values and creating a culture of trust
- **Quality**
Ensure we have the right people, in the right place, at the right time, doing the right things
- **Well-being**
Ensure that we create an environment where our people are physically and emotionally sustained



Performance: we will achieve our goals sustainably

We will work closely with all of our teams to ensure that the right support is in place

We will deliver all of the Constitutional Standards and other agreed targets

We will hit our financial plans and work towards a back to balance position by:

- Cost reduction and a focus on increased efficiency and productivity including standardisation of practice and minimisation of variation
- Exploration of further commercial opportunities through our subsidiary company and formal partnerships
- Expansion of existing services and introduction of new services allowing us to reinvest in patient care

Barnsley Facilities Services

BFS operates as a subsidiary to the main Trust Board and any profits are used for healthcare provided to patients by the Trust. Services offered as part of this operating company are procurement, facilities, estates, and sterile services.



The Council of Governors

The Council of Governors comprises of 17 public Governors (16 from Barnsley Public Constituency, 1 for Out of Area), 6 staff Governors (one each representing staff and volunteers from Clinical Support, Medical & Dental, Non Clinical Support and Voluntary Services, and two from Nursing & Midwifery) and eight seats from among our partner organisations across the community.

This structure enables public Governors to be elected by, and represent, members from all areas across the borough and outside of the region.

Membership

Members of Barnsley Hospital NHS Foundation Trust play an important role in the way Barnsley Hospital is governed and our services are run. Membership is free and allows individuals to stand for election to the Council of Governors, or vote to elect representatives from a membership constituency who will represent member views on the Council of Governors.

Our membership strategy has been to continue to maintain and engage a diverse and representative membership, reflecting our local population. To ensure departing staff are not lost to the membership, exit interview forms for individuals leaving the Trust enable them to retain their membership by converting to public membership on departure.

The role

The Chair leads the Board of Directors (the Board) and the Council of Governors and is the Trust's lead representative within the local community. They are accountable to the Council of Governors and NHS Improvement for ensuring the Trust meets its legal obligations effectively.

The Chair is responsible for managing the business of the Board and Council of Governors. He/she must ensure high standards of probity, integrity and governance, supporting the Trust's values.

In addition to the Chair, the Board comprises of 5 other Non-Executive Directors and 5 Executive Directors including the Chief Executive. The Chair will lead the Trust in ensuring the success of the organisation using the available resources to deliver healthcare and improving the health of local people. The Chair will bring independent and objective judgment to bear on issues of strategy, performance and resources.

The Chair is a key ambassador for Barnsley Hospital NHS Foundation Trust and will work in close partnership with the Chief Executive to build and enhance relationships with a wide range of stakeholders, locally, regionally and nationally. The Chair will also play a key role in building relationships with organizations in the surrounding health economy, including other hospital service providers, our commissioners and local government partners.

Strategic Leadership

- Provide leadership to the Council of Governors and the Board of Directors, ensuring their effectiveness in all aspects of their role and agenda and that effective relationships are maintained between the Board and Council of Governors.
- Work with board members in developing and promoting the Trust's vision, values, aims and strategic objectives.
- Pro-actively direct and manage major board decisions and their development ensuring that 'due process' has been applied at all stages of decision making and full and complete consideration has been given to all options during the process.
- Lead and direct work within the Trust with other Non-Executives, the Chief Executive and other Executive Directors.
- Capitalise on the freedoms offered by Foundation Trust status to ensure that a sound business approach is brought to the running of the Trust.
- Support the Council of Governors in delivering its advisory role on strategy, annual planning and community responsiveness.

- Work with the Chief Executive to build strong relationships externally, with our partners within the immediate health and social care system as well as those across the wider health, research and education sectors nationally.
- Uphold the values of the Trust, by example, and ensure that the Foundation Trust promotes equality, diversity and inclusion for all its patients, staff and other stakeholders.

Human resources

- Support, encourage and where appropriate 'mentor' other board members and senior executives.
- Build and maintain an effective unitary Board, and with the Council of Governors, ensure a balance of skills with Non-Executive Directors' appointments.
- Arrange the regular evaluation of the performance of the Council of Governors and the Board of Directors, their Committees and individual directors, and facilitate the effective contribution of Non-Executive Directors, Directors and Governors and ensure constructive relations.
- Conduct a performance appraisal of the Chief Executive annually, with a mid-year review.
- Take responsibility, in conjunction with the Board, for own personal development and ensure that this remains a priority.

Operations

- Take responsibility for ensuring that the Board monitors the progress of the business against the planned objectives.
- Use general management and leadership ability and personal knowledge of the community to guide and advise on the work of the Board of Directors and Governors of the Trust.
- Ensure that the Board establishes clear objectives to deliver the agreed plans and meet the Terms of its Authorisation and regularly review performance against these objectives.
- Plan and conduct Board meetings, in conjunction with the Chief Executive.
- Promote appropriate processes and procedures to deliver high standards of professional, clinical, administrative and personal behaviour across the Trust.
- Be aware of and understand relevant, regulatory and central government policies.
- Comply at all times with the Trust's published health and safety policies, in particular, by following agreed safe working procedures and reporting incidents using the Trust's risk reporting systems

Communication and relationships

- Ensure the effectiveness and constructive dialogue and promote harmonious relations with the following bodies as relevant:
 - Board of Directors;
 - Council of Governors;
 - Stakeholders in the Trust's community;
 - National healthcare stakeholders; and
 - Regulators such as NHS Improvement and the Care Quality Commission.
- Develop a positive, supportive and constructively challenging relationship with the Chief Executive.
- Ensure the provision of accurate, timely and clear information to Directors and Governors, so that within the boundaries of probity, good governance and risk, the Trust meets all its statutory objectives and remains within the Terms of its Authorisation .
- Participate fully in the work of the Board of Directors and of Governors and maintain appropriate links with the Chief Executive and individual Directors, as well as with the wider local and national health and social care community.
- Develop high level relationships with key stakeholders, including the Trust's financiers, but ensuring that the interests of all stakeholders are fairly balanced at all times.
- Bring balance to the use and influence of external advisers.
- Represent the Trust's views with national, regional or local bodies or individuals and ensure that the views of a wide range of stakeholders are considered .
- Uphold the values of the Trust, to be an appropriate role model and to ensure that the Board promotes equality and diversity for all its patients, staff and other stakeholders.
- Be an ambassador for the Trust; be knowledgeable and aware of local issues, and assist the Trust in its efforts to support local regeneration through relationships as a major employer.
- Set an example on all policies and procedures designed to ensure equality of employment. Staff, patients and visitors must be treated equally irrespective of gender, ethnic origin, age, disability, sexual orientation, religion etc.

Remuneration and Time Commitment

The post is remunerated for three days per week at £47,500 p.a. Remuneration is taxable and subject to National Insurance contributions. It is not pensionable. The Chair is also eligible to claim allowances for travel and subsistence costs necessarily incurred on Trust business.

The Person Specification

The person specification required of the Chair is set out below. In summary, the Chair must demonstrate an understanding of, and interest in, healthcare issues, a commitment to NHS principles and the aims of Barnsley Hospital NHS Foundation Trust.

The successful Chair will possess a range of skills and knowledge and bring a track record of achievement at executive and/or non-executive level gained in a complex organisation with a significant budget. They will be able to demonstrate leadership and change management in a commercial or customer-focused environment. Strong business and financial acumen is required in addition to excellent communication and governance skills.

Expertise

Candidates will need to demonstrate that they have the necessary experience, and will need to show that they have:

- Experience of leading an organisation with a significant budget and of comparable complexity in a business/customer focused environment.
- Varied experience as a Executive and/or Non-Executive Board member or Chair in a complex environment; proven experience of chairing meetings with the expertise to Chair the Board.
- A portfolio of high level governance and organisational skills including strategic planning, financial acumen.
- Experience of building alliances and working relationships with a range of stakeholders; credibility and approachability, particularly with staff and patients, their carers and families.
- Well-developed understanding and experience of healthcare, a commitment to NHS principles and the aims of Barnsley Hospital NHS Foundation Trust and to the wider community of Barnsley.
- Committed to realising the benefits of equality, diversity and inclusion.
- Experience of dealing with UK regulators, government departments, other public sector stakeholders and the media would be advantageous.

Candidates who are shortlisted for interview will need to show that they have the competencies required to be effective in this demanding leadership role.

Patient and community focus	High level of commitment to patients, carers and the community and to tackling health inequalities in disadvantaged groups
Self belief and drive	The motivation to improve NHS performance and the confidence to take on challenges
Intellectual flexibility	The ability to be creative, make sense of complexity and clarify it for other people
Strategic direction	The ability to develop a clear vision and enthuse others
Holding to account	The willingness to be held to account for Board performance and the ability to hold the Chief Executive and non-executives to account
Team working	The ability to take on a personal leadership role and build an effective team
Effective influencing and communication	A high level of ability to gain support and influence

Eligibility

To be eligible for appointment candidates must be a public member of Barnsley Hospital NHS Foundation Trust. Details of how to become a member can be found on the Trust's website www.barnsleyhospital.nhs.uk.

For this appointment the successful candidate should ideally live in Barnsley or the surrounding area and be able to demonstrate strong commitment to Barnsley and the hospital.

Time Commitment

Candidates need to be able to devote the time necessary to fill the role which will be on average 3 days per week. This will comprise a mixture of set commitments (such as a monthly Board meeting and Committee meetings) and more flexible arrangements for ad hoc events and reading and preparation. A degree of flexibility will be required and some time commitment may be during the evening and weekends.

Appointment, Tenure and Termination of Office

Non-Executive Directors are appointed for an initial period of three years, subject to satisfactory appraisal. The appointment may be renewed for a second three year term, subject to the approval of the Council of Governors. Additional terms will only

be considered in exceptional circumstances, and would always be subject to annual reappointment to a maximum total of nine years. The Non-Executive Directors may be removed from office by NHS Improvement or the Council of Governors, in accordance with the Trust Constitution.

This post is a public appointment or statutory office and is not subject to the provisions of employment law. Non-Executive Directors are appointees not employees. To ensure that public service values are maintained at the heart of the NHS, all Non-Executive Directors are required, on appointment, to agree to and abide by the Code of Conduct for the Board of Directors.

The Council of Governors is responsible for the appointment and removal of the Non-Executive Directors, including the Chair. The Nominations Committee of the Council is responsible for the recruitment and selection of Non-Executive Directors on behalf of the Council of Governors.

The Trust will advertise the posts publicly and follow the principles of any appointment to public office with regard to fairness, transparency and objectivity.

Statutory and Regulatory Requirements

In accordance with the Trust constitution, a person may not become or continue as a director of the Trust if:

- a) he or she has been adjudged bankrupt or his or her estate has been sequestrated and in either case he or she has not been discharged;
- b) he or she has made a composition or arrangement with, or granted a trust deed for, his or her creditors and has not been discharged in respect of it;
- c) he or she has within the preceding five years been convicted in the British Islands of any offence, and a sentence of imprisonment (whether suspended or not, without the option of a fine) was imposed on him or her;
- d) in the case of a non-executive Director, he or she no longer satisfies paragraph 9.3;
- e) he or she is a person whose tenure of office as a Chairman or as a member or director of a health service body has been terminated on the grounds that his or her appointment is not in the interests of public service, or for non-disclosure of a pecuniary interest;
- f) he or she has within the preceding two years been dismissed, otherwise than by reason of redundancy, end of fixed term contract or ill health from any paid employment with a health service body;
- g) disclosures revealed by a Disclosure & Barring Service check are such that it would be inappropriate for him or her to become or continue as a Director and would adversely affect public confidence in the Trust or otherwise bring the Trust into disrepute;

- h) he or she no longer meets the regulatory Fit and Proper Person Requirements (FPPR).

Additionally, the Trust's provider licence requires that the Trust may not appoint an 'unfit' person as a director, except with the approval in writing of NHSI. An 'unfit' person is defined as:

- a) an individual:
 - i) who has been adjudged bankrupt or whose estate has been sequestrated and (in either case) has not been discharged; or
 - ii) who has made a composition or arrangement with, or granted a trust deed for, his creditors and has not been discharged in respect of it; or
 - iii) who within the preceding five years has been convicted in the British Islands of any offence and a sentence of imprisonment (whether suspended or not) for a period of not less than three months (without the option of a fine) was imposed on him; or
 - iv) who is subject to an unexpired disqualification order made under the Company Directors' Disqualification Act 1986; or
- b) a body corporate, or a body corporate with a parent body corporate:
 - i) where one or more of the Directors of the body corporate or of its parent body corporate is an unfit person under the provisions of subparagraph (a) of this paragraph, or
 - ii) in relation to which a voluntary arrangement is proposed under section 1 of the Insolvency Act 1986, or
 - iii) which has a receiver (including an administrative receiver within the meaning of section 29(2) of the 1986 Act) appointed for the whole or any material part of its assets or undertaking, or
 - iv) which has an administrator appointed to manage its affairs, business and property in accordance with Schedule B1 to the 1986 Act, or
 - v) which passes any resolution for winding up, or
 - vi) which becomes subject to an order of a Court for winding up.

If shortlisted for interview, you will be asked to sign a declaration to confirm that you are not an 'unfit person'. You will also be asked to confirm that you are not disqualified from being a director under any of the provisions within the constitution.

Please note that guidance is also likely to be introduced by the Care Quality Commission ("CQC") on appointments to senior positions in organisations subject to CQC regulations although this is not available at the date of writing.

For more information

You can find details of our Annual Report and other corporate documentation on our website at <https://www.barnsleyhospital.nhs.uk/about>