

# Could you help lead the NHS in your area?

**North Staffordshire Combined  
Healthcare NHS Trust**

**Non-executive director**

**Candidate information pack**

**Reference: M1800**



collaboration trust respect innovation courage compassion

**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.**

## Contents

- |                             |   |
|-----------------------------|---|
| 1. The opportunity          | 4 |
| 2. The person specification | 4 |
| 3. About the Trust          | 5 |

Appendix 1: Role and responsibilities

Appendix 2: More information

Appendix 3: Making an application

Appendix 4: Key dates

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## 1. The opportunity

We are recruiting a Non-executive Director (NED) for North Staffordshire Combined Healthcare NHS Trust (NSCHT). This is an exceptional opportunity to share your talents and expertise to make a positive difference to the lives of people in your community.

A key priority for the Trust has been to form strong partnerships across health, social care and the voluntary sector to enable the integration of physical and mental health. The STP Strategy for integration outlines the development of three Alliances across Staffordshire as being key enablers.

The Trust has played an important role in establishing the successful multi – agency Northern Alliance. The Vision is to develop integrated resources and services across 10 localities. To support this, the Trust is undergoing a significant organisational restructure and transformation.

Skills in change and organisational development are essential, as is the ability to attract a diverse workforce supporting the needs of our service users and carers. We are therefore looking to recruit a Non-Executive skilled in leading cultural change. The successful candidate will become Chair of the People and Culture Development Committee.

## 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 or board level organisational development expertise with experience of leading organisational and cultural change and the ability to attract a diverse workforce.

### Desirable criteria

Experience working in one or more of the following would be an advantage but is not essential:

- experience working with local Universities
- experience of engaging with diverse social, economic and cultural groups served by the organisation, particularly the black and minority ethnic communities.

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 ideally live within a 30-mile radius of the trust or have strong connections with the area the trust serves.

- 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 North Staffordshire Combined Healthcare NHS Trust**

NSCHT was established in 1994. They provide mental health and learning disability care to people predominantly living in the city of Stoke-on-Trent and North Staffordshire and are rated overall Good by the Care Quality Commission for the services they provide. They are on a journey of improvement which has now led to them to be working “Towards Outstanding”.

They work from both hospital and community based premises, operating from approximately 30 sites. Their main site is Harplands Hospital, which opened in 2001 and provides the setting for most of their inpatient units.

NSCHT provide services to people of all ages with a wide range of mental health and learning disability needs. Sometimes their service users need to spend time in hospital, but much more often they are able to provide care in outpatient settings, community resource settings and in people's own homes.

They also provide specialist inpatient and day patient care to children across the West Midlands with severe or complex mental health conditions (Tier 4 Child and Adolescent Mental Health Services, CAMHS) and substance misuse services to people throughout Staffordshire.

Their team of around 1,286 whole time equivalent (WTE), 1,438 (headcount) are committed to providing high standards of quality and safe services. They serve a population of approximately 464,000 people from a variety of diverse communities across Northern Staffordshire.

Their work in active partnership across the health economy with North Staffordshire GP Federation, University Hospitals North Midlands NHS Trust, Staffordshire and Stoke-on-Trent Partnership Trust, two main clinical commissioning groups (CCGs) – North Staffordshire CCG and Stoke on Trent CCG, Stoke City Council, Staffordshire County Council and numerous voluntary sector organisations.

In addition, NSCHT work closely with voluntary agencies which support people with mental health problems, such as the North Staffs Users Group, Addiction Dependency Solutions (ADS), Approach, ASIST advocacy service, Brighter Futures, Changes, EngAGE, North Staffs Huntington's Disease Association, Mind, North Staffs Carers Association, RaPT, Reach and the Beth Johnson Association.

They manage their services through four clinical locality directorates:

- Stoke-on-Trent Community
- North Staffordshire Community
- Specialist Services
- Acute and Urgent Care

Each directorate is headed by a Clinical Director supported by an Associate Director.

NSCHT provide a growing research and development programme in collaboration with local and regional research networks – extending the role of this function features in their plans for the future including building on current infrastructure to continue to deliver high-quality research across a wide range of mental health topics.

NSCHT work in partnership with a range of educational establishments to support medical training. These educational links raise the profile of the trust, help the wider healthcare community to improve mental health and learning disability services and ensure that staff are kept up-to-date with best practice. Their research and education partners are:

- Health Education England – West Midlands
- Keele University
- Staffordshire University
- West Midlands Academic Health Science Network

This is an exciting time for them as they play a full part in the transformation of the Staffordshire health economy. As a Board member you will be supporting transformation across health and social care, primary and secondary care and mental health and physical health care. The Trust is also working with key partners, by leading a number of workstreams including mental health, digital and organisational development/transformation to improve the health of the population.

## 1.2. The Trust's vision, values and priorities

### Their vision - the way they want their organisation to be seen

#### *To be outstanding*

Their strategic aim - as one of the main providers of care - is to develop enhanced and coordinated health and social care. They are looking to be recognised as a centre of excellence in both integrated and specialist care, bringing innovative solutions to their services and embedding a culture of continuous learning across the organisation. This is reflected in their vision and objectives, as well as their focus on quality and safety

This will be achieved through **seven key objectives:**

1. Enhance service user and carer involvement
2. Provide the highest quality services
3. Create a learning culture to continually improve
4. Encourage, inspire and implement research and innovation at all levels
5. Maximise and use their resources intelligently and efficiently
6. Attract and inspire the best people to work there
7. Continually improve their partnership working

They are committed to providing the highest quality and safe mental health services. Integral to this is their emphasis on **four key quality priorities** defined by the board and embedded across the organisation known as 'SPAR' – Safe, Personalised, Accessible and Recovery-focused.

**S** - Their services will be consistently **safe**

**P** - Their care will be **personalised** to the individual needs of their service users

**A** - Their processes and structures will guarantee **access** to services for service users and their carers

**R** - Their focus will be on the **recovery** needs of those with mental illness



Their values are Proud to CARE: Compassionate, Approachable, Responsible, Excellent - developed by their staff and service users, as part of Listening into Action (LiA)



## Appendix 1: 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:

- [Become a non-executive director](#)
- [About the non-executive role](#)
- [Advice on applying for the role](#) such as:
  - Building your application
  - Sources of information and useful reading
  - Eligibility and disqualification criteria
  - Terms and conditions of chair and non-executive director appointments

NHS Improvement respects your privacy and is committed to protecting your personal data. We will only use personal data where we have your consent or where we need to comply with a legal or statutory obligation. It is important that you read [this information](#) together with our [privacy notice](#) so that you are fully aware of how and why we are using your data.

## Appendix 2: 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 may 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 3: Key dates

- **closing date for receipt of applications: 20 November 2018 at 11am.** Please forward your completed application to [NHSI.Chairsandneds@nhs.net](mailto:NHSI.Chairsandneds@nhs.net)
- **interview date: W/C 10 December 2018**
- **proposed start date: January 2019**

## Getting in touch

- **The Trust** – for an informal and confidential discussion with David Rogers, the Chair of the trust, please contact Mandy Brown on 01782 441632 or by emailing [Mandy.Brown@combined.nhs.uk](mailto:Mandy.Brown@combined.nhs.uk).
- **NHS Improvement** – for general enquiries contact Todd Fleming on 0300 123 2922 or by emailing [todd.fleming@nhs.net](mailto:todd.fleming@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.

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